TOURISM NORTH

Conference Report **Peace River, December 5 - 7, 1984**

85-3464/

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ISBN 088069-127-3

Alberta
NORTHERN ALBERTA
DEVELOPMENT COUNCIL

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February, 1985

Beginning in the Fall of 1983, the Northern Alberta Development Council began a two year concentration on economic development issues important to residents of northern Alberta. A number of topic areas were chosen for detailed review and discussion. The first topic, development of new agricultural land in northwestern Alberta, was the subject of a Council position paper in November of 1983. The Council followed this with a detailed presentation in September of 1984 to the government hearings on An Industrial and Science Strategy for Albertans: 1985-1990. Four other topic areas are currently under detailed review: regional economic development opportunities, hardwood utilization, employment alternatives in small remote communities and a major economic review conference called Challenge North scheduled for Fort McMurray in October of 1985.

The sixth designated topic area was tourism development in northern Alberta. This report presents the culmination of Council's efforts in examining the potential and opportunity in this important facet of the North's economy. It should also be noted that this report is purposely detailed at the request of delegates.

The Tourism North Conference, held December 5, 6, 7, 1984, in Peace River, brought together some 170 delegates from the tourism industry, government and northern communities to examine a community approach to the further development of tourism in northern Alberta. Northern tourism development opportunities and constraints were examined through the use of keynote speakers, case studies, panel presentations and intense small group discussions. As a result of the efforts of the delegates, the Northern Alberta Development Council has prepared 19 recommendations for consideration by the provincial and federal governments, the northern tourist zones, the Travel Industry Association of Alberta and by northern communities and individuals. These recommendations are noted in this summary report.

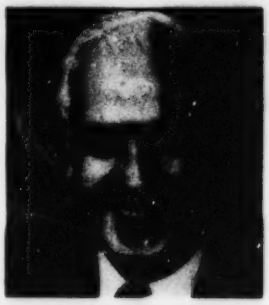
The Northern Alberta Development Council is also prepared to follow up the Tourism North Conference with special joint promotional efforts and detailed liaison with various government and private sector agencies. We would appreciate any comments you may have on this very important development opportunity for northern Alberta.

Norm A. Weiss, MLA
Chairman

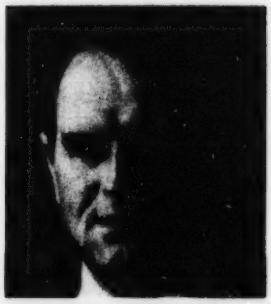
NORTHERN ALBERTA DEVELOPMENT COUNCIL

1984/85

NORM WEISS, MLA
CHAIRMAN
FT. McMURRAY

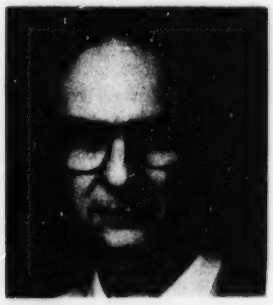


HON. AL "BOOMER" ADAIR
MINISTER RESPONSIBLE FOR
NORTHERN DEVELOPMENT
PEACE RIVER



DICK UPHAM
VICE-CHAIRMAN
ASHMONT

VERNA BLOCK
SPIRIT RIVER



BOB ELLIOTT, MLA
BEAVERLODGE

ERNEST HOWSE
CASLAN

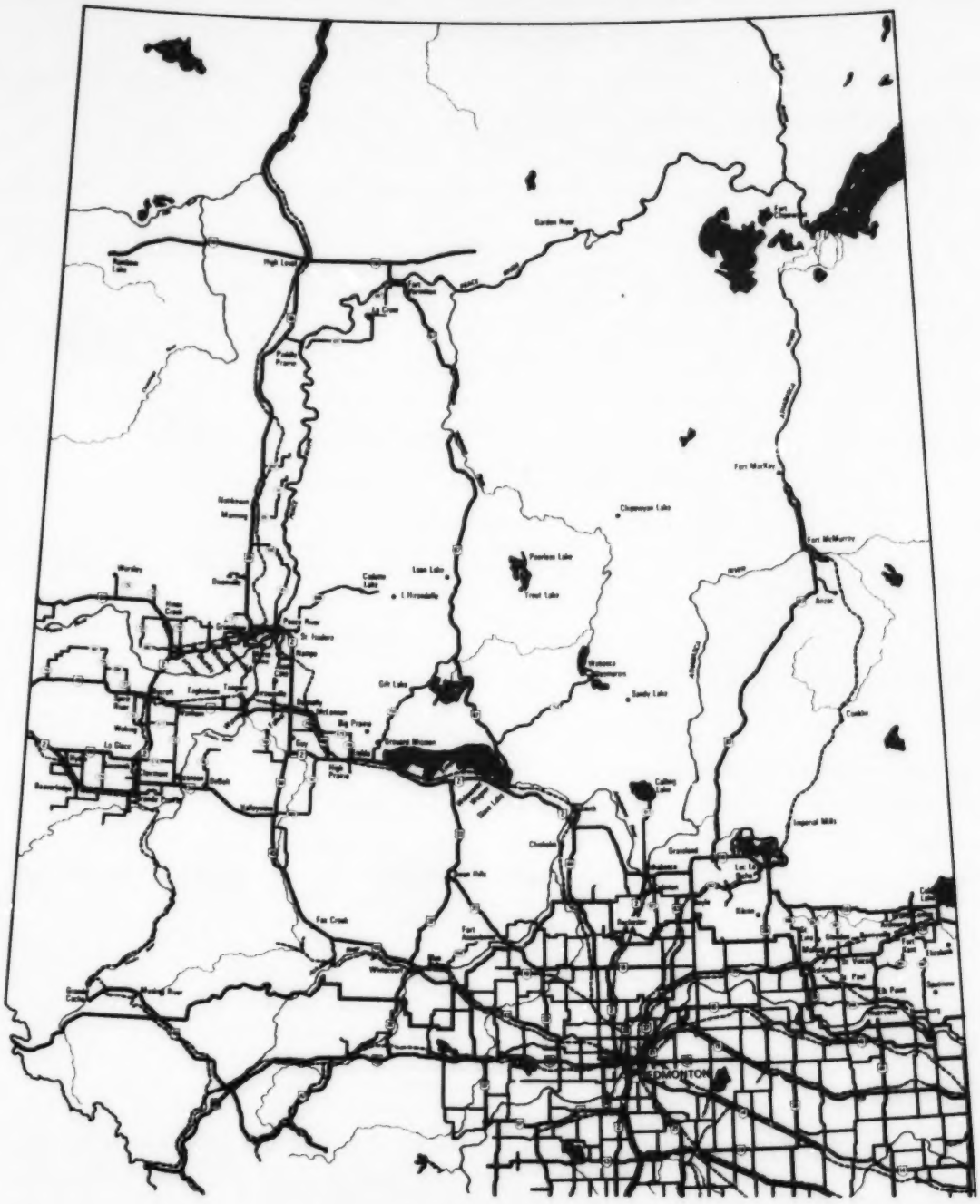
CEC JARDINE
VALLEYVIEW

JOANNE MITCHELL
HIGH LEVEL

JOE MOLHO
SWAN HILLS

VINCE RICE
KINUSO

RODNEY TODD
COLD LAKE



NORTHERN ALBERTA DEVELOPMENT COUNCIL AREA

COMMUNITIES WITH POPULATION OVER 75 (1981 CANADA CENSUS)

PRIMARY HIGHWAY

SECONDARY ROAD

RAILWAY

PRODUCED BY THE ALBERTA BUREAU OF SURVEYING AND MAPPING © 1983

TOURISM NORTH CONFERENCE — A COMMUNITY APPROACH
CONFERENCE AGENDA

Day One — Wednesday, December 5, 1984

9:00 - 12:00 noon	Registration — Travellers Motor Hotel
Noon	Conference Opening: Norm Weiss, MLA, Chairman, NADC, Fort McMurray Greetings: Gary Friedel, Mayor, Peace River
12:15	Luncheon — Sponsored by Travel Alberta Address: "An Overview of Tourism" Hon. Al "Boomer" Adair, Minister, Tourism and Small Business, Peace River
2:30 p.m.	Panel Discussion: "Tourism Opportunities in Northern Alberta" Don Symyk, Louise McGillivray, Travel Alberta Moderator: Joanne Mitchell, NADC, High Level
2:45 p.m.	Refreshment Break, sponsored by Town of Peace River
3:00 - 4:30 p.m.	Small Group Discussions: "Review of Northern Tourism Prospects" • Tourism Planning • Marketing and Promotion • Government Assistance • Maintaining and Improving What Exists • Developing New Opportunities
4:45 p.m.	Report Back from Small Groups Moderator: Bob Elliott, MLA, Beaverlodge
7:00 p.m.	Reception
7:30 p.m.	Dinner — Sponsored by Travel Alberta Address: "Tourism in Alberta" Walter Urquhart, President, TIAALTA, Jasper Dinner Chairman: Verna Block, NADC, Spirit River

Day Two — Thursday, December 6, 1984

7:00 - 8:30 a.m.	Northern Breakfast — Sponsored by Northern Tourist Zones
8:30 a.m.	Opening Remarks: Norm Weiss, Chairman
8:45 a.m.	Case Studies: "How Does a Community Become Involved in Developing a Tourism Industry?" I. "How a Community Organizes" George Ilagan, Municipal Affairs, Edmonton; Rod Todd, NADC, Cold Lake II. "How a Community Develops and Works With a Theme Concept" Jim Mountain, Co-ordinator, Heritage Canada, Fort Macleod III. "How a Community Develops a Facility" John Rigney, Tourism Committee, Fort Chipewyan Moderator: Joe Molho, NADC, Swan Hills
10:30 - 12:00 noon	Information Workshops A. "Community Organization/Financing" John Shannon, Northern Development Branch, Peace River Kenn Townsend, Travel Alberta, Edmonton Al Harlton, Regional Business Development Branch, St. Paul Dave McArthur, REDC, Lac La Biche Moderator: Ernest Howse, NADC, Caslan B. "Hospitality/Handling Large Events" Tom Hill, Tourism Canada, Edmonton Linda Poetz and Kathleen Matthews, TIAALTA, Calgary Moderator: Vince Rice, NADC, Kinuso C. "Theme Development" Jim Mountain, Co-ordinator, Heritage Canada, Fort Macleod Lorne Assheton-Smith, Lakeland Tourist Association, St. Paul Moderator: Rod Todd, NADC, Cold Lake

D. "Government Programs"
Louise McGillivray, Travel Alberta, Edmonton
Andy Bowcott, Integrated Management Planning, Energy & Natural Resources, Edmonton
Graham Murchie, Interagency Planning Branch, Municipal Affairs, Edmonton
Moderator: Verna Block, NADC, Spirit River

E. "Parks and Campsites"
Cliff Lacey, Recreation & Parks, Edmonton
Gerry Tranter, Recreation & Parks, Valleyview
Moderator: Joe Molho, NADC, Swan Hills

F. "Agricultural/Industrial Tourism"
Rob Faulds, Alberta Country Vacation Association, Gibbons
Dave Young, Syncrude, Fort McMurray
Janet Bianic, Suncor, Fort McMurray
Lynda Randall, Tourist & Convention Bureau, Fort McMurray
Moderator: Dick Upham, NADC, Ashmont

G. "Promotion/Signage"
Ron Forrester, Alberta Transportation, Edmonton
Robert Rountree, Northern Light Photographics, Toronto
Moderator: Joanne Mitchell, NADC, High Level

H. "Operating a Tourism Business"
Jacques Van Pelt, Subarctic Wilderness Adventures, Fort Smith
Ben Kozak, Margaret Lake Lodge, Grande Prairie
Dick Fulks, Travellers Motor Hotel, Peace River
John Godfrey, Godfrey Tours, Edmonton
Moderator: Cec Jardine, NADC, Valleyview

I. "Historical Sites/Museums"
Les Hurt, Alberta Culture, Edmonton
Gordon Reid, High Level
Moderator: Bob Elliott, MLA, NADC, Beaverlodge

12:15 p.m. Luncheon — Sponsored by Northern Alberta Development Council
Address: "Air Travel and the Northern Tourism Industry"
Dwight Jensen, Time Air Ltd., Lethbridge
Luncheon Chairman: Bob Elliott, MLA, NADC, Beaverlodge

1:30 - 3:00 p.m. Repeat of Information Workshops

3:00 p.m. Address: "Communication and Marketing in Today's Economy"
Robert Rountree, President, Northern Light Photographics, Toronto
Introduction: Ernest Howse, NADC, Caslan

4:30 p.m. Open Discussion: "Delegate Comments on Northern Tourism"
Moderator: Dick Upham, Vice-chairman, NADC, Ashmont

5:30 p.m. Adjournment

7:00 p.m. Reception

7:30 p.m. Dinner — Sponsored by Northern Alberta Development Council
Entertainment by Musicians' Guild of Peace River
Dinner Chairman: Vince Rice, NADC, Kinuso

Day Three — Friday, December 7, 1984

7:00 - 8:30 a.m. Pancake Breakfast

8:30 a.m. Opening Remarks: Norm Weiss, Chairman

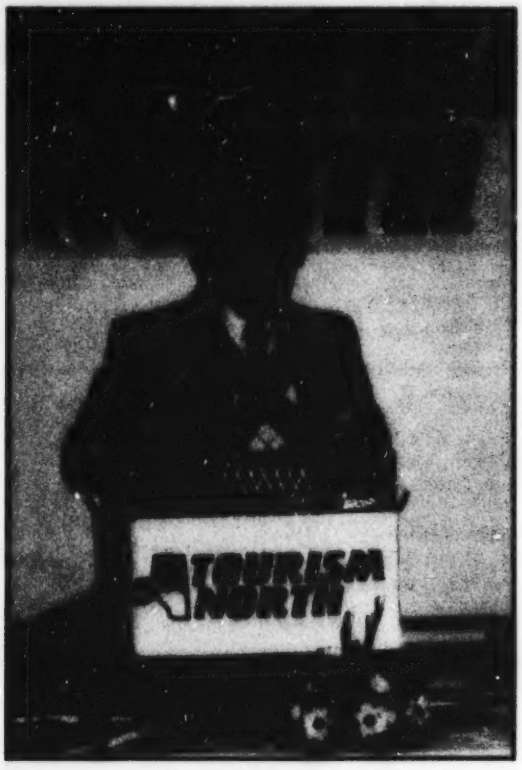
8:45 a.m. - 10:00 a.m. Small Group Discussions: "Regional Priority Identification"

10:30 a.m. Report on Small Group Discussions
Moderator: Rod Todd, NADC, Cold Lake

11:30 a.m. Conference Summary: Jill Nish, Executive Director, TIAALTA, Calgary
Closing Remarks: Hon. Al "Boomer" Adair, Minister, Tourism and Small Business, Peace River
Moderator: Norm Weiss, Chairman

12:00 noon Conference Adjournment

CONFERENCE HIGHLIGHTS



Norm Weiss, MLA, Chairman of the Northern Alberta Development Council, from Fort McMurray, was the Conference Chairman.

SPEAKERS

Four keynote speakers addressed the delegates:

- Walter Urquhart, President, Tourism Industry Association of Alberta (TIAALTA), Jasper
- Dwight Jensen, Manager of Public Affairs, Time Air Ltd., Lethbridge
- Robert Rountree, President, Northern Light Photographics, Toronto
- The Honorable Al "Boomer" Adair, Minister, Tourism and Small Business, Peace River

PANELS

Two separate panels provided an opportunity for information sharing.

- One panel, composed of Travel Alberta professional staff, discussed tourism opportunities in the North.
- Three case studies on community involvement in the development of a local tourism industry illustrated the variety of initiatives that communities can take to promote themselves and their assets.

PARTICIPANT DISCUSSIONS

Small group discussions chaired by group leaders from across the North, provided a forum for delegates to discuss the information and ideas put forth by the panels and keynote speakers. These groups also zeroed in on the "how to" aspects of developing tourism. Knowledgeable tourism operators and experts in promotion were seeded into the groups.

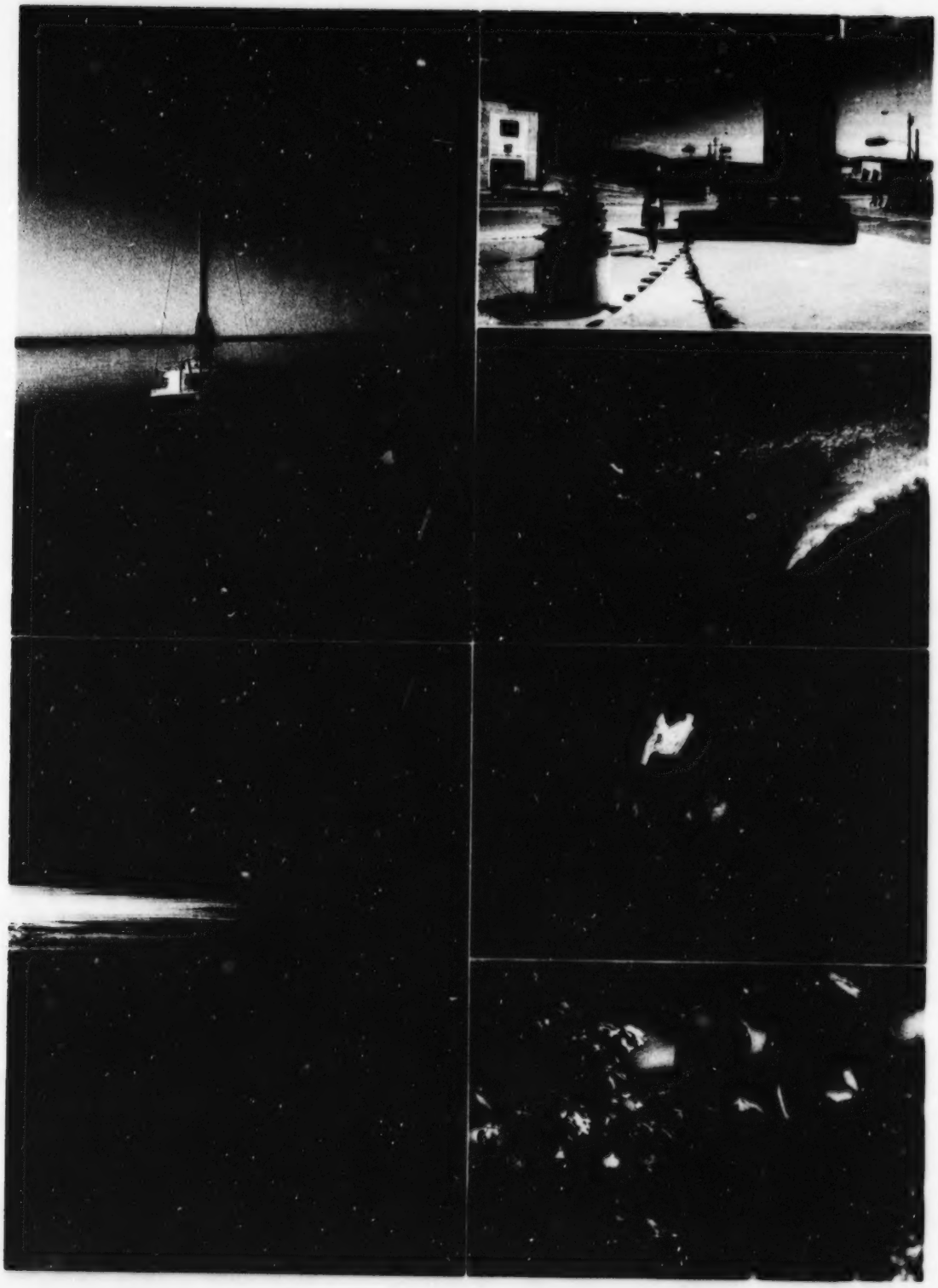
Time was also allotted on the closing day for an open discussion involving the entire delegate group. This allowed participants to address areas of interest, or to bring forth ideas or problems not specifically dealt with by the panels, speakers or discussion groups.

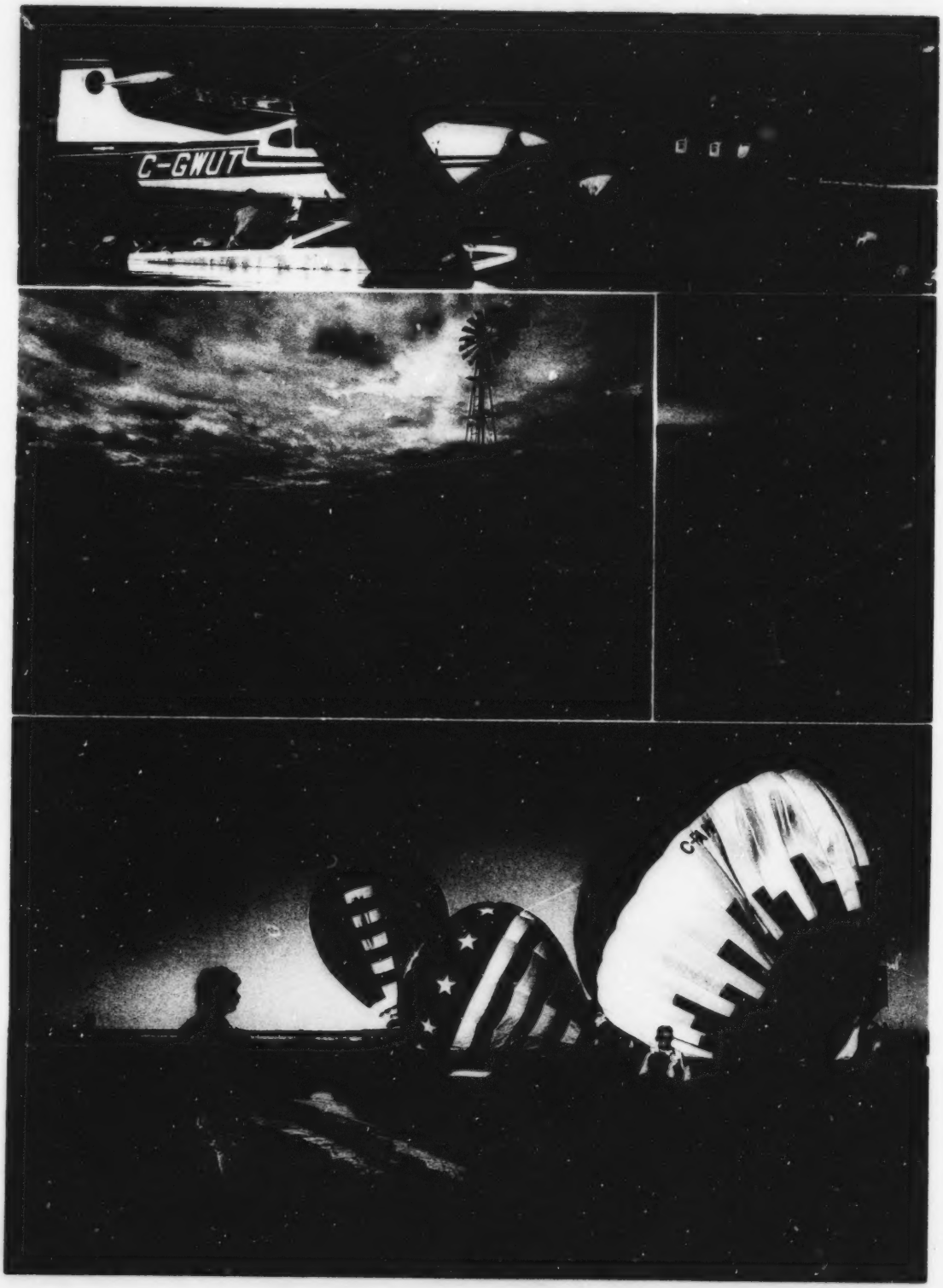
INFORMATION WORKSHOPS

On the second day of the Conference, nine information workshops were held twice to allow delegates to obtain information on various topics of interest.

Greetings and opening remarks on the importance of tourism to northern Alberta were provided by Gary Friedel, Mayor of Peace River.

NORTHERN SCENES AND ACTIVITIES

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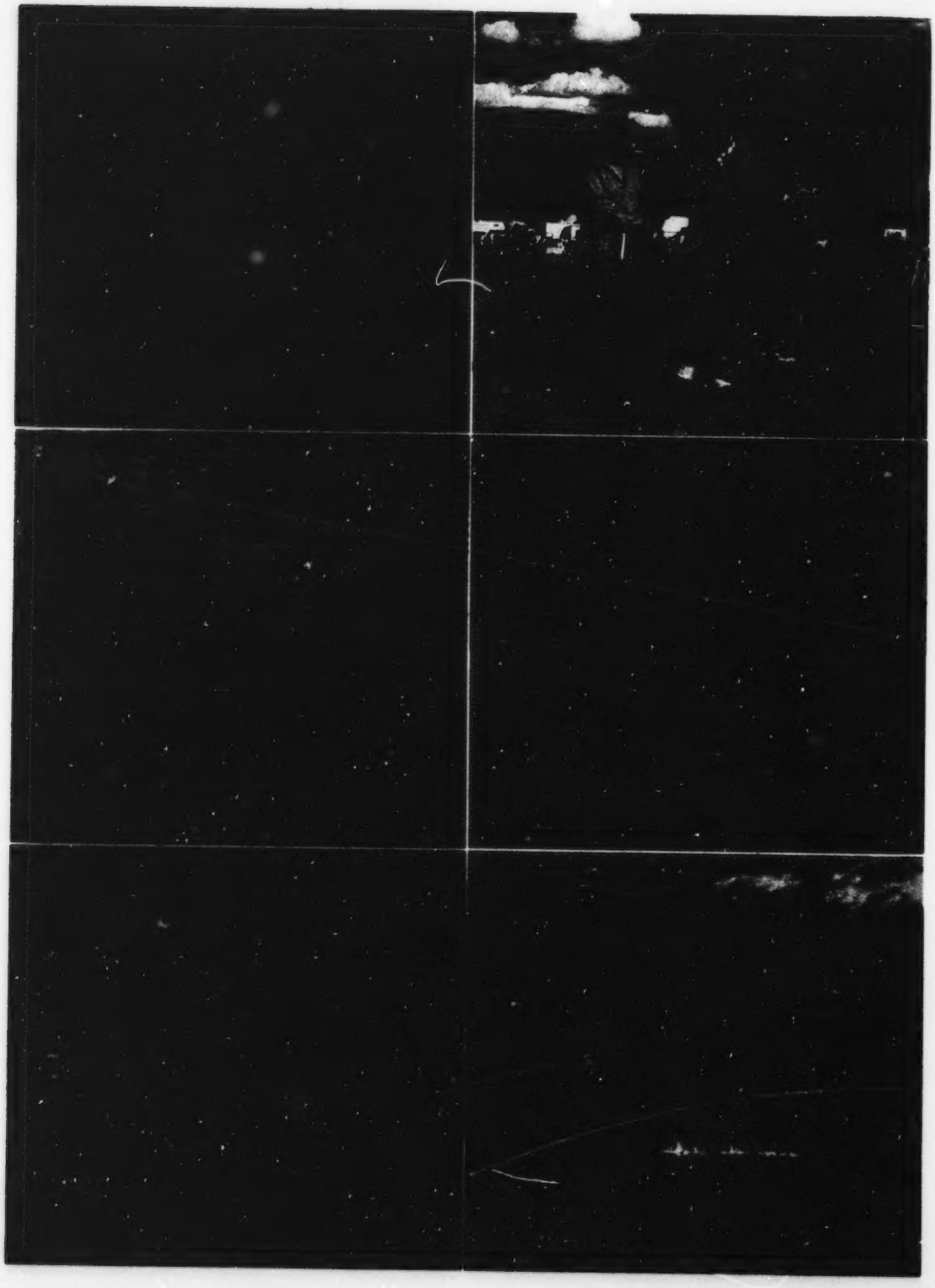
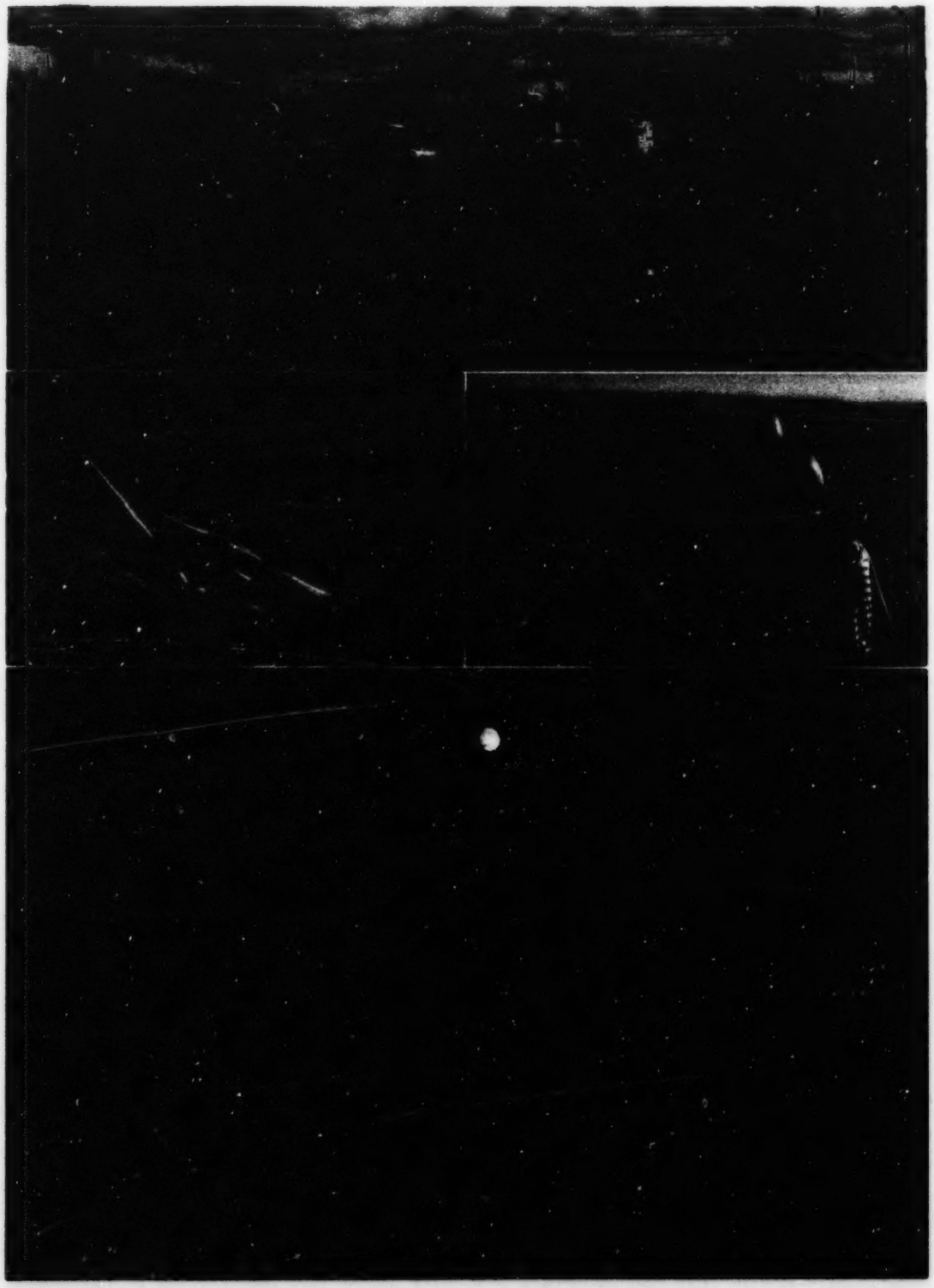




SPEAKERS

Opening Remarks

Honorable Al "Boomer" Adair,
Minister of Tourism and Small Business

The first major address of the Conference was given by the Hon. Al "Boomer" Adair, Minister of Tourism and Small Business. Mr. Adair set the tone of the Conference when he put the onus for a successful tourism industry on individuals at the community level.

Mr. Adair said that tourism is an industry which directly affects everyone in Alberta through visitor spending on lodging, food and beverages, entertainment, gifts and souvenirs, transportation, and such things as photographic supplies and cosmetics. He pointed out that this puts money into the pockets of bakers and butchers, farmers and fisherman, painters and plumbers, and other individuals too numerous to mention.

"It is no wonder," Mr. Adair said, "that this industry generated more than $2 million in revenue for Alberta in 1983, and created jobs for approximately 80,000 people in this province."

But, Mr. Adair noted, tourism is only a developing industry in northern Alberta, and requires the commitment and support of everyone to help it to reach its full potential.

"I am particularly excited about this Conference because it is an opportunity for you to develop a plan of action for tourism in your own communities," Mr. Adair told the delegates.

"Think about your own community, about the impact of tourism on you as a business person, about the facilities such as hotels, motels, recreation areas," he went on to say.

He said that a key element in the growth and development of tourism in northern Alberta is for everyone to go out and build a pro-tourism concensus in the North.

People hoping to build this consensus must talk to everyone — from chambers of commerce to MLAs — and those talks should include hard questions about the way these opinion-builders view the value of tourism.

Mr. Adair stressed the importance of grass-roots action in the successful building of a tourism industry. "Only you people can determine what kind of tourism you want for your community or region," he said. "It is up to you to review the recommendations arising from tourism studies prepared for Travel Alberta and then take the ball and run with it."

Three imminent events represent opportunities to promote Alberta as a major tourism destination. These are the centennial of Canada's national parks system, Expo '86 in Vancouver, and the XV Winter Olympics to be hosted by Calgary. Mr. Adair reminded delegates that such a unique series of opportunities is unlikely to occur again and must be capitalized upon. He said these provide Alberta with a competitive advantage that must not be lost.

As for the North itself, the new Oil Sands Interpretive Centre in Fort McMurray and the completion of the three highways (#35, #67 and the Liard-Mackenzie Circle Route) are all important steps in developing a successful tourism industry, and the impetus begun by these projects will continue in Tourism and Small Business' ongoing tourism program.

Mr. Adair concluded his address by throwing out some challenges to the delegates.

"The first challenge is to become involved in the workshops and seminars and to generate stimulating discussion and share ideas.

"The second is to refine the information you receive and put it into a workable form.

"The third is to take the information from this Conference to your community and there develop and implement a tourism action plan.

"The final challenge is to keep your personal commitment to tourism ongoing.

"The success of tourism in northern Alberta will depend largely on your efforts at the community level."

Dinner Speaker

Water Urquhart, President, TIAALTA

Walter Urquhart, President of the Tourism Industry Association of Alberta (TIAALTA), addressed himself to the idea that tourism is everybody's business. As such, tourism opportunities of every kind must be identified and actively pursued.

He pointed out that preservation of natural habitat areas is important since people do spend huge sums to go on birdwatching expeditions, or to indulge in photographing nature, or to examine virgin areas such as abound in the North. At the same time, he noted, governments and ministries such as Parks Canada, must not entirely seal off the land thus excluding the more active tourist and the industry itself. He acknowledged the dilemma of farmers and ranchers who wish to post their land off-limit to hunters and said that the entire populace should be involved in an education program so that hunters can hunt and those who use the land in other ways can still be safe.

Mr. Urquhart said that many visitors to Alberta look for a western experience. He suggested that cattle shows, race-meets, rodeos and other horse-related activities all deserve promotion.

To do this well, communities must be aware of tourist attractions that occur within their areas and must know how to market them. He suggested that membership in TIAALTA would be valuable. "If there are 10,000 businesses in the Peace River bloc, there should be 10,000 members in the Tourism Industry Association," he said.

In explaining TIAALTA's role, he described it as an "umbrella organization" of tourism zone

managers and volunteers dedicated to promoting tourism and to educating members of the tourism industry.

A recent study done for TIAALTA has identified 15 key issues in furthering tourism development. He said that one of these involves the high cost of tourism. One way to bring costs down is through deregulation, he said, and added that signs are hopeful that this will soon be fact.

Another issue is the lack of proper training for those in the hospitality industry and an effort will be made to incorporate proper formal academic programs both through the community colleges and Athabasca University.

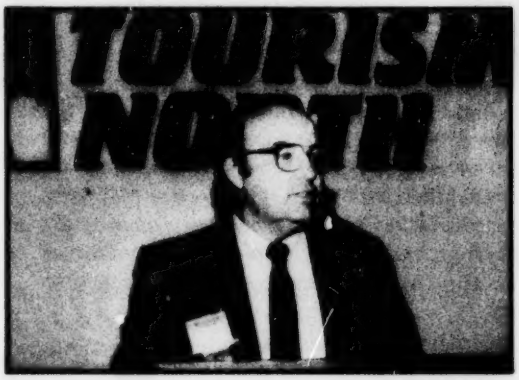
As well, Mr. Urquhart emphasized the importance of good signs — signs that are readily visible, well-situated, and that say the right thing.

"There is also a need for co-operation between governments. This was never more important than it is now and it was never more opportune for all segments to work together. There's a renewed confidence in our business community and this attitude is vital to the success of further development. . . . Tourism Canada appears to be eager to work towards the further expansion of a world marketing strategy," he said.

Coming closer to home, he urged the province to initiate a program similar to "Stamp Around Alberta" to take effect in the Olympic Year of 1988.

Mr. Urquhart told his audience that this, and any other program, would involve advertising. "You have to spend money to make money, and we believe that advertising is important," he said.

Luncheon Address



Dwight Jensen, Time Air Ltd.

Luncheon speaker, Dwight Jensen, public relations manager for Time Air, told delegates that he sensed a new and positive attitude among northerners regarding tourism, and the Tourism North Conference had taken a giant step toward making that attitude produce results.

Time Air is a vital part of the tourism delivery system, Mr. Jensen said, and added that airlines would like to become a similar part of tourism planning. Not because, he said, they want to tell the tourism industry what to do but, rather, in order to make it better for the industry and to increase market segments.

Time Air is expanding and is eager to provide a wider range of service and to assist and work with the tourist industry in developing new packages, particularly in the North where distance plays such a key role.

"If we do not have a product that you see now, by way of a fare or whatever, ask," Mr. Jensen said.

Through co-operation with other carriers, Time Air is able to provide marketing assistance and product development help in the international market place. The tourism industry should take advantage of this.

Mr. Jensen then stressed the necessity for long-range planning and lead time. He said that to reach the Japanese market, for example, a minimum of 18 and preferably 24 months lead time is required in order for destination marketing to be put into place.

Within Alberta itself, Mr. Jensen identified an opportunity that he felt was being overlooked. In Lethbridge, in the neighborhood of 16 exchange trips between southern Alberta and the east or Europe have been arranged.

"And I keep thinking how much more useful and beneficial it might be if we conducted those kinds of exchanges or field trips on a north-south basis rather than thinking we had to go somewhere exotic. I keep thinking that there is all sorts of infrastructure within the province to make that work — service clubs, tourist agencies, and so on."

Mr. Jensen concluded by paraphrasing Al Adair: "Our company is eager to communicate with you about your problems and needs; we are committed to co-operation with you; and there's no doubt about the fact that we are definitely involved in this business and intend to stay that way."

Plenary Address

Robert Rountree, Northern Light Photographics

Keynote speaker, Robert Rountree, President, Northern Light Photographics, Toronto, was formerly a director with Ogilvy and Mather Advertising in Toronto and recently completed extensive activities in promoting travel in northern Ontario. His topic was "Communication and Marketing in Today's Economy".

First of all, he pointed out, the tourism/hospitality industry is just that — an industry. "It's work; it's a job; it's fun for the tourist and work for the operator; it requires a capital investment to make a capital gain; it requires skilled management and labor plus innovative marketing."

He stressed the importance of "image" saying that the image presented by a business could make the customer decide to come again or never to return.

He went on to illustrate all these things in a story about a tourist who had two separate adventures in two separate towns and restaurants. One town knew how to promote itself, and everyone — from gas station operator, to waitress, to cruise boat staff —made the visitor comfortable, welcome and prepared to spend money. The other town was

different in every way and the tourist left with no good memories and no desire to return.

Mr. Rountree related all this to image as it applies to communications and marketing techniques in today's tourism and hospitality market. He analyzed his parable, taking care to show what people in food services could do to improve the image of their establishments.

His talk focused on food services, he said, because it's a large sector of the tourism industry and alone employs more Canadians than car manufacturing, petroleum refiners, farms, and pulp and paper combined. In 1983, Canadians spent $15.8 billion on food services.

In summing up what he had said, Mr. Rountree noted that he had come again and again to the problem of poor service. He said that this was not his perception alone and quoted the assistant dean of the University of Calgary's Business Faculty, Dr. Brent Ritchie:

> The difficulties within hospitality organizations to find and retain staff who view the provision of quality service to the public as an honorable profession, is more than a mere problem in my view, it has become an inherent structural weakness within the Canadian workforce. It so happens that we are in an industry which literally lives or dies on the quality of service delivered to the customer each and every day and we rarely get a second chance to make amends.

Statistics Contained in the Address:

- Tourism is big business — more than a million Canadian jobs depend on it.
- Tourism is Canada's largest employer.
- One in 10 Canadians is employed directly or indirectly by tourism.
- Travel and recreation have a major impact on construction activity in Canada. Expenditures for construction of accommodation, restaurants, theatres and recreational buildings tripled between 1976 and 1981.
- Park systems and landscaping expenditures more than doubled nationally in 1981.
- In 1981, Canadians took 5.5 million vacation trips in Canada.
- Canadians accounted for about three-quarters of the tourism business in Canada.
- Most trips are confined to the province of residence. In 1980, only one in eight trips crossed provincial borders.
- In 1981, Albertans were second in Canada for taking trips of more than one night per person in their own province.
- Overnight camping equipment was more popular in 1980 in Alberta than in other provinces.
- Eighty seven per cent of campers in Alberta provincial parks come from Alberta.
- At present, the food services industry alone employs more Canadians than car manufacturing, petroleum, farming, and the pulp and paper sectors combined.
- In 1983, Canadians spent $15.8 billion on food services.
- In 1982, $5.3 billion was spent in the lodging industry.
- Food services and accommodation employ more than 600,000 Canadians.
- Consumers spend approximately 30 per cent of their food dollars on food eaten away from home.
- The average Canadian dines out twice a week and spends about $10 weekly on this.
- People in Alberta dine out more and spend more per meal than other Canadians.

PANEL PRESENTATION

Tourism Opportunities in Northern Alberta

The first afternoon's panel discussion dealt with tourism opportunities in the North. Louise McGillivray and Don Symyk of Travel Alberta were the presenters.

Ms McGillivray explained the Tourism Destination Area Planning Program put in place in 1979 to find alternatives to the Rockies for tourists to visit. The program involves the inventorying and assessment of resources, features, events and attractions in specified areas.

These regions are currently being studied on a tourist zone basis and about one-half of northern Alberta has already been looked at. Areas already studied include the Grande Cache area; the Evergreen, Land of the Mighty Peace and Midnight Twilight Tourist Zones; and the Cold Lake/Grand Centre/Bonnyville areas.

The process followed in these studies involves:

1. Inventory and assessment of tourism resources
2. Public open houses to allow input from ordinary citizens
3. Preparation of a tourism development strategy discussion paper
4. Public workshops (which include representatives from zones, community groups, economic development committees, etc.) to allow detailed discussion
5. Feasibility studies of individual tourism opportunities
6. Implementation of a tourism strategy by private sector, municipalities, and other government departments, with Travel Alberta providing marketing and promotion

Ms McGillivray stressed the importance of public participation in this process, especially in the development of a detailed plan or strategy.

She said the follow-up feasibility studies include identification of key tourism development opportunities. These are critically assessed using such criteria as:

- The relationship of the opportunity to the goals and objectives set for the tourist zone
- The significance of the opportunity on an international/provincial/regional/local level
- The relationship of the opportunity to any suggested area theme
- Whether or not a commitment to develop or expand an opportunity exists
- Level of public support
- Whether or not the suggested site is suitable physically for development

Tourism Opportunities In The North

- Outdoor recreation — camping, hiking
- Water activities in many areas
- Big game hunting — guiding and outfitting
- Sport fishing
- Sight-seeing and bird-watching
- Winter activities like cross-country skiing, ice fishing, and snowmobiling
- More locations where fly-in lodges could be located
- Riverboat cruises on the Peace, the Athabasca and the Smoky
- Historical sites development such as at Dunvegan and Fort George/Buckingham House
- Wilderness experience potential at Fort Chipewyan, for example, outfitting, dogsledding, native culture
- The Cold Lake region as a major recreation/resort area

The speaker stressed that northern outdoor/recreational/wilderness opportunities have not been fully explored. She suggested snowmobile trails linking communities or fly-in fishing lodges. She also suggested that such lodges could become winter bases for ski and snowmobile activities. She pointed out that fixed-roof accommodation for snowmobiles as well as by-law changes might encourage tourists.

There's potential for a private entrepreneur to arrange for float plane fly-in/fly-out to inaccessible river points in the North, she said, and these could involve accommodation both before and after trips.

Ms McGillivray envisioned many opportunities involving northern rivers. The rivers could be used for cruises and trips of many kinds of crafts; there could be more and different races; rafting could be promoted; they are a natural way to gain access to the wilderness. As well, trail riding expeditions into the wilderness could become a lucrative business.

She pointed out that the North has yet to be discovered by the rest of Alberta even though it is the rest of Alberta that is the natural target area for northern tourism.

"Discover agriculture and the fact that the Peace River is unique in agricultural development; discover outdoor adventure in terms of canoeing, hiking, cross-country skiing, etc.; discover our industrial base, such as forestry; discover the Green Area, the Footner Lake Forestry Headquarters, firefighting, lumber and pulp; discover the oil and gas industry and the oil sands; discover the art and culture of the Indian and Metis settlements, ethnic crafts, and other cultural activities; discover heritage resources; discover hunting and fishing in the North; discover northern Alberta."

She had some concrete advice for delegates: "Think about the kinds of opportunities that exist in your area," she said, adding that it is also important to improve the level and scope of services and to make every effort to improve the appearance of the community.

"Tourism development opportunities are not all major developments. They do not always require large expenditures. They can be the efforts of community interest groups working together to improve the community in a manner that will not only make it more attractive to visitors but also to those who are residents."

Marketing Approach

Don Symyk analyzed the tourism picture for the North and presented a composite of what seems to be the typical northern tourist. He said that only by knowing who the visitor is, can the tourism market be exploited.

The total figure for Alberta tourism in 1982 was about $1.9 billion, if pass-through traffic is counted, but northern Alberta's share of that revenue was only about 10 per cent.

Similarly, the number of northern tourist visits lags significantly in relation to tourist visits to the rest of Alberta. As well, only about 52 per cent of northern tourists stay at least one night as opposed to 80 per cent for all of Alberta.

Mr. Symyk linked these figures to a marketing strategy, pointing out: "If visitors just passing through the region, for example, U.S. visitors on their way to Alaska, could be induced to stay a little bit longer, then total tourism revenues within the region could be increased substantially."

He stressed the importance of a marketing approach based upon finding out what the consumer wants and then satisfying those wants. He said the tourism industry can no longer assume that the business will be there tomorrow.

What visitors to northern Alberta seem to want, according to information on the activities they participate in, is outdoors-oriented experiences.

Mr. Symyk cited a study describing such an outdoors-oriented traveller. This traveller is seen as child-oriented, drawn to fishing, camping, hunting, fresh air, old-fashioned values, cleanliness and health. He said that a resort offering a cabin by a quiet lake and promoting family togetherness and benefits of teaching children to enjoy the outdoors and to experience fishing and hunting, might be an ideal destination for the kind of person who comes North.

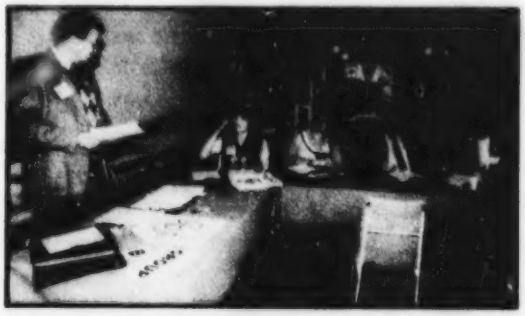
Most visitors to northern Alberta, he said, come from within Alberta — most probably from Edmonton, although possibly from Calgary, and certainly from northern Alberta itself. Most people come for pleasure or to visit friends and relatives, and visitors tend to be younger than visitors to the rest of the province. As well, there is a slightly larger proportion of males than of females among these tourists.

The speaker suggested that a very real market opportunity probably exists in attempts to entice these visitors to do and see other things the North has to offer once they are already in the North. To accomplish this, the population should be educated as to the benefits and value of tourism.

He said that in the tourism industry, it is important to know the market. "The better we know our market, i.e., where they are located, their characteristics and their motivation, the more successfully we can tap into those markets."

SMALL GROUP SESSION I

Review of Northern Tourism Prospects



Delegates broke into ten small groups to discuss various aspects of northern tourism. Five separate topics were studied with each topic being addressed in detail by two of the assigned groups.

Issues analyzed were:

Tourism Planning
Marketing and Promotion
Government Assistance
Maintaining and Improving What Exists
Developing New Opportunities

The groups tackled their topics from three angles: What is being done now? What should be done? Who should either do it or take action to get it done?

The small group discussion report-backs were presented to the delegates by:

Bob Walter, High Level
Barry Lazoruk, Rycroft
Moe LeBlanc, Lac La Biche
Betty Duckett, Grand Centre
Roger Monahan, High Prairie
Rod Roth, Manning
Mary Bennett, Elk Point
David Bartley, Grande Prairie
Wally Silvestri, Grande Cache
Nestor Pukalo, Whitecourt

Presentation Summaries

Tourism Planning

Tourism planning is underway — less so in the North than in other parts of the province, but the provincial government and many northern communities have begun the process. Travel Alberta has initiated Destination Area Studies, Alberta Recreation and Parks continues its long-range planning, more historical resource development is planned, local parks and recreation have theme areas and museums underway as well as plans to develop flora and fauna programs, etc. Public fish and wildlife programs and hiking, skiing, snowmobiling, and riding trails exist and are continuing to be developed. Several seminars for hospitality awareness have been seen as a necessary part of the "Smile! You're a Tourist Attraction" campaign.

Nevertheless, it appeared to many, that for the most part, tourism planning "has been left to someone else to do." Communities have relied too much on government or on some other big brother to do their planning. Primary tourism planning should be a responsibility of the community, the groups decided.

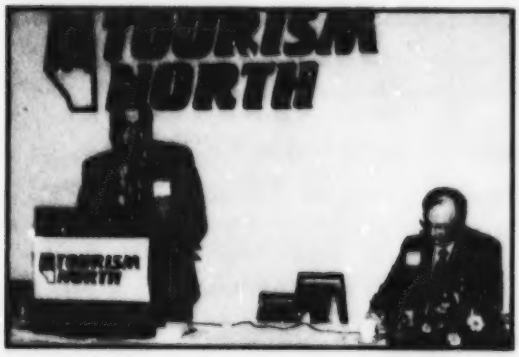
However, a government framework and technical assistance are required to put an effective plan into place. It was seen that several steps must be taken:

- Educate so that natural resources can be managed properly.
- Promote so that attractions, resources, and facilities are brought to the public's attention.
- Emphasize northern Alberta as well as the mountains.
- Recognize assets.
- Broaden public involvement.
- Develop basic facilities in remote areas.
- Provide incentives such as low-interest loans to facilitate private sector tourism development.
- Lessen red tape but regulate to safeguard natural resources.
- Commission both feasibility studies and market analyses.

There is no question that some outside help seems necessary for community tourism development planning, in the opinion of participants. Government must include the North in its travel advertising and must assist in the

development of the area through a proper infrastructure of such things as roads, camping areas, and financial and consultative assistance.

Communities themselves, however, have to sit down and decide what assets they have and how best to capitalize on them. They have to have their own locally-initiated plan.



Marketing and Promotion

Currently, most communities promote themselves through local brochures, private promotion of existing facilities, chamber of commerce promotion, word-of-mouth, tourist zones, Travel Alberta, attendance at trade fairs.

However, it seemed clear to participants that more work could and should be undertaken. It was pointed out that advertising in general is under-utilized.

Some very worthwhile goals surfaced:

- Heighten local awareness.
- Increase regional communications with town councils, tourist associations, government departments.
- Change highway signage regulations to allow private signs within reason.
- Increase hospitality training and develop an education campaign to promote the importance of good service.
- Improve statistical information from zones and the province.
- Improve tourist facilities.
- Travel Alberta and tourist facilities should adopt a positive slogan for the province.
- Target market areas.
- Revise municipal tax laws to allow for the seasonal nature of tourist-oriented facilities.
- Produce good quality souvenirs and mementos.
- Develop more specific tours, farm vacations, bed & breakfasts, hostels, etc.
- Improve highway access to attractions and facilities.
- Begin an ambassador program to target areas.
- Develop youth exchanges.

Delegates believed it was important that these ideas be put into effect through a strong co-operative effort of chambers of commerce, town councils, TIAALTA, service organizations, Travel Alberta and the private sector.

Government's role, for the most part, was seen as educative, consultative and supportive. However, such things as better roads and statistics would necessarily have to come from government budgets.

Government Assistance

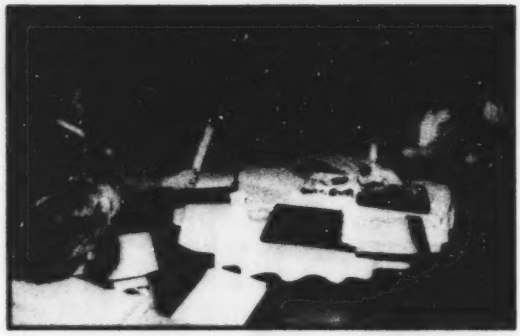
Although government was seen as already much involved in tourism, to the extent of providing such things as print literature and promotion, out-of-country advertising, operation of campsites and parks, construction and maintenance of roads, preservation of wilderness areas, development of historic sites, training seminars, production of road maps, and information booths, most participants felt that these efforts could be enhanced.

Some suggestions for government to consider were:

- Special TV shows on the North
- Continued road construction and upgrading
- Smaller tourist zones
- More advertising
- Historic sites interpretive tours
- Release of more crown land for private development
- Additional tourist booths
- Government assistance in cutting red tape
- Initiation of an east/west road system for the North (Peace River to Fort McMurray)

The delegate groups also noted that service clubs, private enterprise, and communities themselves ought to try out the following:

- Share clientele — refer visitors to attractions in neighboring communities.
- Beautify and upgrade communities.
- Resolve frictions between municipalities and zones.
- Promote school interchanges.
- Have homecoming celebrations.
- Have town birthday parties.
- Educate the Calgary/Edmonton areas about the North.
- Construct community information booths.
- Know your community and advertise its assets.



Maintaining and Improving What Exists

The groups noted the following:

What is being done now

- Market service provided by Travel Alberta
- Private sector lodge development
- Private sector/government co-operation
- Some development of recreation areas: snowmobiling trails, races, ice fishing
- Some exploitation of marketing opportunities in the U.S.A.
- Some use of rivers and lands for rentals and tours
- Guiding and outfitting services
- Local carnivals and fairs, winter and summer
- Wilderness tours including waterways, dogsleds, camping and hiking
- Camp/tent operations
- Government campsites
- Local services: hotels, restaurants, air services
- Industrial, historical tours
- Alberta Transportation signage programs
- Volunteer services
- Integrated use plans for crown lands
- Tourist zones
- Restoration of historic sites
- Preservation of resources and enhancement of lakes and streams
- Retention of cultural heritage
- Community involvement
- Maintenance and management of natural resources

What should be done

- Zones need to be more active.
- Travel Alberta should do more to assist local promotion.
- Communities and volunteers are working in a vacuum; they need to know to whom to address problems.
- Every level needs to advertise and publicize.
- Because of a low level of participation in zone tourism work, a campaign for membership should be undertaken.
- Government integrated use plans should be completed and should be accessible.
- Additional road development is needed for tourists and recreational traffic.
- Cleanliness of private operations must be enhanced.
- Training of staff by proprietors is necessary and zones should take more responsibility to ensure this happens.
- Increase private access to crown land for development purposes.
- Use prison inmates to develop campsites.
- Awareness of the value of tourism should be increased by all concerned.
- Identify what is there and then improve and advertise it.
- Attitude toward what we have and how we should market it should begin in the school system.
- Advanced education courses should be available to both employees and employers in the hospitality industry.
- More promotional material should be distributed and to larger audiences.
- Volunteers and associations should be organized to handle cultural development.
- There should be easier access to both private and public sector funding.
- Better understanding of and access to markets must be achieved.
- More emphasis belongs on private sector development; government should identify the opportunity but let free enterprise develop it.
- Financial incentives to tourism development should be considered.

Developing New Opportunities

What is done now

- Fishing lodges are being developed.
- Area destination studies are being completed.
- Campsites are maintained and upgraded.
- Wildlife viewing is encouraged.
- Tour development continues.
- Rafting is being developed.
- Integrated craft fairs around events are taking place.
- Trade fairs are held.
- There are special events: plowing competitions, jet boat races, snowmobile jamborees.
- Calendar of events co-ordination has occurred.
- Literature is available.
- Circle tours take place.
- Zone cavalcades have been organized.
- There is inter-provincial networking.
- Government is lobbied.
- Snowmobile trails are extended.
- Integrated resource plans are being developed.
- Marketing assistance is available.
- Physical facilities (interpretive centres, for example) are being developed.
- Upgrading and expansion of existing tourist sites goes on.
- There are day camps.

- Government assistance for projects is available.
- Historic sites are being restored.

What should be done

- Government, with the tourism zones, should review basic marketing strategies.
- Government, private sector, tourism zones should promote tourism more vigorously.
- All three should develop hospitality training programs.
- Private sector should expand product development.
- Government should move to adopt an enhanced liaison among government departments to ensure a smoother flow of information to the tourism industry.
- There should be a joint expanded emphasis on existing cultural/historic resources.
- Public awareness should be raised by all three groups.
- Government and private sector should undertake proper identification of existing tourist facilities.
- Both government and the tourist zones should make concerted efforts to expand the tourism market to a broader sector of the population.
- A more frequently updated travel survey by government is a necessity.
- Communities and zone operators should do more target marketing.
- Zones and private operators must develop integrated packages.
- Local government, the private sector and the zones need to improve inter-community co-operation.
- All groups must work toward some form of quality control.
- All groups must continuously strive to meld government, local, and private sector objectives.
- Local government should make concerted efforts to improve community esthetics.
- Additional private sector accommodation for tourists is required.
- Government, the private sector, and tourism zones should develop and link snowmobile trails.
- Private sector should construct snowmobile chalets.
- Since it was felt that the quality of some guiding services in the north is somewhat poor, government and the private sector should review this industry and promote upgrading efforts.
- Government should make efforts to stabilize and enhance lakes for northern fishing.
- Government should continue to develop fishery resources and complete necessary hatcheries.
- The private sector and government should continue to improve sustained-yield game and fish management.
- Government should continue to improve paved access to facilities; emphasize development of circle routes.
- An east/west connector route is required.
- Government and zones must complete the Destination Area Studies for the North.
- Government should consider a Kananaskis-type development in the Lakeland.

CASE STUDIES

How Does a Community Become Involved in Developing a Tourism Industry?

Case Study I — Cold Lake Marina Project

Three separate community projects showing initiative, creative thinking and perseverance were analyzed.

The first of these, The Cold Lake Marina Project, was addressed by two people: George Ilagan, a planner with the Inter-agency Branch of the Alberta Department of Municipal Affairs; and Rod Todd, member of the Northern Alberta Development Council and a former member of Cold Lake's Economic Development Committee.

Mr. Ilagan presented the background to the project. He said that, on behalf of the community, the Northern Alberta Development Council had invited him to assist Cold Lake in exploring some development options for the town. Previous to this, the Economic Development Committee had identified the town's main physical development assets as the lake and the existing federal wharf.

It was decided to develop the wharf using a floating dock system, to develop a marina facility next to that, and to link the marina to Cold Lake's main road, Lakeshore Drive, through a system of boardwalks.

The next step was to prepare illustrations of this concept. Then, copies of the drawings were posted throughout the town in order to gain community support. A consultant was then hired to refine and expand the concept.

Mr. Ilagan itemized the key elements in progressing through the planning stage:

- Awareness of the problem
- Appreciation of opportunities available to address the problem
- Strong local leadership
- Willingness to utilize a variety of resources (technical assistance from government agencies, community support, private industry support)
- Commitment to act (committee as well as community)
- Effective organizational structure to pull it all together

Rod Todd added further comments on the project's development. He began by describing the physical setting of Cold Lake.

The community of 2,000 sits on the shore of a clean, beautiful lake near both Grand Centre and the Canadian Forces Base Cold Lake. Its location creates both an advantage and a disadvantage. The neighboring communities provide some 10,000 possible visitors, but also preclude commercial development of the town which tends to go to Grand Centre.

Realizing that the town's industrial development may be constrained, a committee formed by the mayor decided to concentrate on attracting tourists to the lake resource. They knew that visitors on a steady basis would spark business through a ripple effect.

The committee decided to use the town of Waskasu in northern Saskatchewan as a model. Waskasu has a stone and cement causeway into the lake, a marina that is the focus of shore development, seasonal shops, theatres, a golf course and campgrounds.

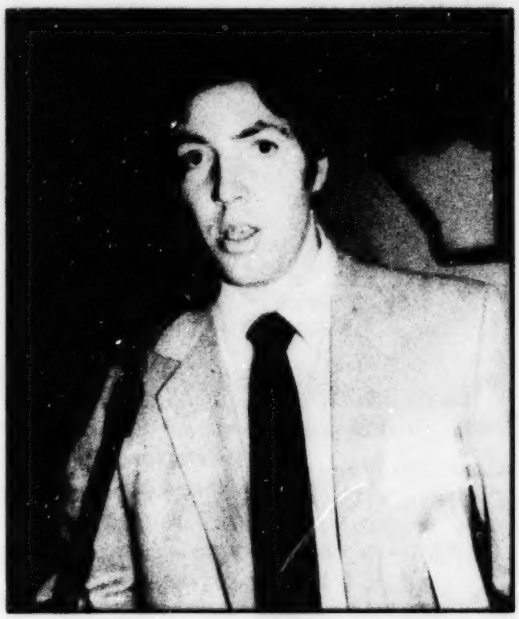
The committee, in completing the initial review, discovered that their proposed marina would, in fact, be used to 80 per cent capacity by local people. The community approached the Northern Alberta Development Council for government financial assistance. A feasibility research grant was provided and further assistance came from the town and the Departments of Municipal Affairs and Tourism and Small Business.

The community also searched elsewhere for support and financial assistance. They approached the federal government as well as NOVA Corporation, Esso, and the Canadian Forces. They also took advantage of the STEP program and of the local labor pool in the form of the Katimavik.

Today, the Cold Lake project is well-defined, costed out, drawings are completed, the community approves, all the studies are in, the budgets are set, and a substantial amount of funding has been committed, although the committee is still awaiting federal support. As well, in defining the project as a regional one, the committee has been able to obtain support from other area communities.

Mr. Todd said his primary message to other communities seeking to enhance their tourism potential is: "Don't give up. Be flexible to match available grants. If you can't get a tourism-related dock, there's nothing wrong with building the same dock with Fisheries' money. These methods are not the only ones. Be innovative."

Case Study II — Main Street Program, Fort Macleod



Jim Mountain, co-ordinator, Heritage Canada Foundation, outlined the way Fort Macleod's Main Street Program has been put into effect.

Heritage Canada Foundation is a private, non-profit foundation dedicated to preserving Canada's heritage. Main Street Programs (seven are now in place across Canada) have as their objective the economic revitalization of the core area of a community.

Mr. Mountain conceded that the North is in a slightly different position from southern Alberta. For one thing, there are fewer large communities from which to draw visitors. Also, the fort itself, in Fort Macleod's case, already attracts 50,000 visitors annually. However, he said, the potential existing in outfitting, hunting and fishing, wilderness experience, etc., can be exploited using similar methods to those applied in Fort Macleod's experience.

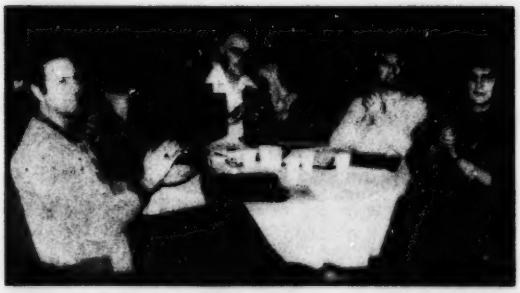
Fort Macleod sits between two large Indian reserves in the middle of a strong agricultural community. The nearby fort should have been a draw for the town itself. In actuality, tourists spent only about 45 minutes in town. Clearly, the town had to find a way to become more attractive to

tourists. The town began to develop a theme concept — a workable one since it had old stone and brick buildings, history, and proximity to the fort.

"I want to talk, however," Mr. Mountain said, "not about developing a theme, but about promoting and marketing and organizing a community to participate in a viable tourist operation."

He said that a community has to focus on itself and develop an attitude of confidence in itself. It is essential to sell the town to the local consumer and to the regional consumer before attempting to sell it to the tourist.

In Fort Macleod this theory began to take shape by revitalizing the town core, by building an attitude of confidence, pride and competition in the merchant community. Because of an old fire by-law, the buildings in Fort Macleod were all constructed of brick and stone. But most of these had been concealed beneath facades of wood, stucco, glass & brick, etc. Mr. Mountain successfully urged business people to remove these facades and reveal the old buildings. This cosmetic facelift firmly planted the town in the history of the area and generated considerable local pride. As well, it presented the town in a more interesting way to tourists.



Another step taken was to erect an attractive sign at the entrance of the town, pointing out that Fort Macleod is an historic place and underlining its relation to the fort itself.

But town appearance was in no way the be-all and end-all of the Main Street Program. A monthly town newsletter, a weekly column in the local paper, a walking tour guide at the chamber of commerce booth at the fort, use of an empty corridor linking the town to the fort for a farmers' market — all these helped both to promote the town to visitors and to its own residents.

Mr. Mountain set out a plan of organized happenings — one a month. These included a Santa Claus Parade and community celebration of such things as St. Patrick's Day, all of which invited community involvement. He said the Santa Claus Parade has grown to 70 floats and eight marching bands.

Events such as these are entirely funded by private business and the newsletter is half paid for by the chamber of commerce.

He advised communities to recognize what they have and then go all out to promote it. If you don't have a fort, then discover what you do have and build on it, he said.

Case Study III — Fort Chipewyan Tourist Lodge

John Rigney, Operator of Mistahi Wilderness Tours and a member of the Tourist Committee in Fort Chipewyan, outlined the potential of Fort Chipewyan as a tourist area and described what residents are doing to attract visitors.

Fort Chipewyan, the oldest but one of the least accessible communities in Alberta, was once the richest fur trading post in western Canada. As the fur industry died, the community existed, at one time or another, on sawmilling, uranium mining and commercial fishing. Currently, it has no industry at all and no source of income for its residents, most of whom are native.

Nevertheless, a strong tourism potential exists based on an outdoors experience. There is still excellent fishing, a rich history, a fur trade and a native culture. Also, the area boasts one of the world's largest deltas (3,000 sq. mi.), some of the continent's most extensive sand dunes, undisturbed prairie where buffalo herds roam, and one of the world's largest lakes.

Clearly, it was not a difficult task to identify the area's possible tourist attractions, but an awareness of these things as opportunities for residents to capitalize on, had to be developed. Most local people had seen newcomers try to lure tourists and fail; others did not want an influx of strangers disrupting their traditional way of life.

However, some minor successes in tourism by a few local people have generated a certain enthusiasm and awareness in the community, and hard work has produced results. A group called the Fort Chipewyan Regional Tourist Council has emerged.

This council has completed a market analysis and hired a business consultant to provide an organizational structure. A proposal to build a facility (a lodge) that will act as a centre for all tourism businesses in the community has now been designed. The lodge will be an administrative centre that will see to bookkeeping, etc., for all beginning businesses, will do the marketing for the whole region as well as for individual businesses and will be an informational pool.

Architectural plans are not yet finalized but financing, through federal, provincial, and private sector sources, is already in place and it is expected that construction will begin in the summer of 1985, with the lodge ready for operation by the 1986 season. At this time, it appears as though some 10 small fishing, guiding and hunting businesses will be ready to cater to tourists when the lodge opens.

"Basically," Mr. Rigney said, "What the whole development in Fort Chip comes down to is the efforts of individuals to convince people of what there is to see, a growing awareness among the community and the outside world of what the opportunities are, a growing demonstration of commitment, and a continual growth so that more commitment is encouraged."

In other words, Mr. Rigney advised, the recipe in remote communities is:

- to use government programs like Canada Employment wage subsidies, Indian Affairs special programs, and aid available through provincial jurisdictions
- to pool resources
- to enlist an ever-widening support group
- to solidify political commitment within the community
- to co-ordinate development

INFORMATION WORKSHOPS

Nine information workshops were chosen by the Northern Alberta Development Council to provide a wide variety of information on topics of interest to the delegates. Participation in the sessions, which were repeated once, was very high.

Workshop A "Community Organization and Financing"

Panel members for workshop A were: John Shannon of the Northern Development Branch; Kenn Townsend from Travel Alberta; Al Harlton with the Regional Business Development Branch in St. Paul; and Dave McArthur from the Regional Economic Development Council in Lac La Biche.

Community Organization

It was noted there are times when projects are undertaken simply because the funding is available. And, there are times when projects go through the funding and construction stages before anyone ever checks that the community is truly concerned and involved. Two key points were made regarding community involvement.

Firstly, one must be aware that community representatives have to be involved in problem solving. Secondly, it is important to choose a strategy that works in northern Alberta. This involves:

- Working at the community level on a one-to-one basis
- Ensuring that no single person or institution dominates the process
- Ensuring that the community has input into decision-making
- Ensuring that needs of people are met over the needs of government agencies
- Ensuring that alternative plans fit in with the original plan
- Ensuring that other agencies involved are informed from the beginning
- Not stealing other communities' ideas without consulting them; try to evolve your own unique projects

Steps were identified that communities might take to initiate and implement projects:

- Scan and screen, pick up messages, listen, look.
- Organize to identify what the community needs.
- Involve individuals and agencies both in and out of the community.
- Refine the project.
- Choose and implement a plan, determining tasks, timelines, financial and human resources.
- Recycle group through each stage if alternatives come up.
- Follow-up.

Financing a tourism business

- Get the bottom line figure for dollars required by talking to banks.
- Now establish the amount of personal equity and financing required for the project.
- Facilities and requirements are based on needs — sleeping, eating, living, recreation, physical (water, heating source, etc.).
- Facilities must meet required codes and standards.
- Most needs are customer, or market needs and not readily ascertainable.
- What you do need (eight or 10 cabins, for example) depends upon your total market projections.
- The type of market selected also affects sleeping and eating requirements.

- Identify markets — total and target.
- Look at first-year operating costs. There may be problems with expenses for marketing and promotion, stocks and supplies, etc., if you finance only for construction.
- Identify the competition.
- Identify marketing advantages.
- Identify risks and problem areas.
- Spend time at a competitive facility and learn.

The following sources of funding and assistance were identified:

Financing

- Personal
- Family
- Equity
- Banks
- Credit Unions
- Treasury Branches
- Trust Companies
- Alberta Opportunity Company
- Federal Business Development Bank

Grants and Initiative Monies

- Department of Regional Industrial Expansion
- Canada Employment and Immigration
- Alberta Manpower
- Native Economic Development Programs
- Federal Fisheries and Oceans

Other Assistance and Information

- Alberta Tourism and Small Business offices
- Rural Business Projects offices
- Canadian Government Office of Tourism
- Business Assistance to Native Albertans Corporation (BANAC)
- Counselling Assistance to Small Enterprises (CASE)
- Small Business Information Service (SBIS)
- Indian Affairs
- Metis Development Branch
- Tourism Canada

Approaching financing sources

Bankers are as human as anyone else. As a good businessman, you must make an effort to understand your banker. Your ability to establish a solid working relationship with the banker might mean the difference between a higher interest rate, your personal guarantees on your loans, and an increased credit line if you require it.

1. Business people owe it to themselves to be somewhat knowledgeable about the programs and policies of three or four lending institutions.
2. Know who is lending and what kinds of loans they are interested in.
3. A well-documented proposal presented in the form a banker is used to will receive more positive consideration than a spoken or otherwise unsophisticated presentation.
4. Your banker is looking for security, serviceability, stability.
5. He has to look at your business in terms of its profitability, i.e., ability to service debt.
6. Stability encompasses such things as management capability, existing market, potential market, external economic factors, competition, market volatility, history of the business, key personnel capabilities, etc.

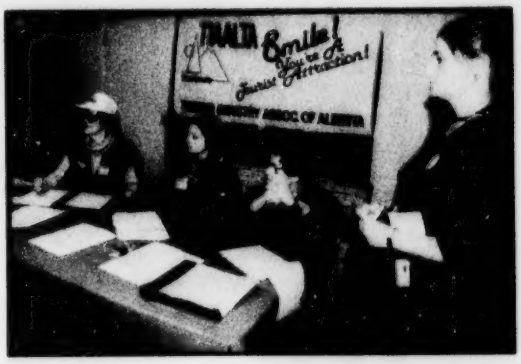
Regional Councils

Communities must learn who are available to help them in ways other than with funding.

Some do not understand the role of the Regional Economic Development Council, for example. Councils can assist in the following ways:

- Connect with government agencies
- Assist with preparation of financial packages
- Assist with presentation of loan proposals
- Help with development of ideas
- Help with broadening the bases of existing plans
- Refer to experts (know who the experts are)

Workshop B "Hospitality/Handling Large Events"



Panel members were Tom Hill from Tourism Canada and Linda Poetz and Kathleen Matthews of TIAALTA.

Hospitality

The elements of hospitality are:

- Friendliness
- Warmth
- Good service
- Pleasant attitude
- Informative help
- Cleanliness
- Realistic cost
- Welcoming

It was noted that it is important to present an hospitable manner towards local people as well as to visitors.

What is a tourist?

- Anyone visiting from more than 50 miles away
- Any guest
- Anyone in your area on business
- Anyone who spends 24 hours in your area
- Anyone who stays overnight
- Anyone visiting for pleasure
- Anyone who tours a site or sites

How to promote hospitality

- Essay contests
- Awards to business for good tourism practises
- Awards by operators to employees — of the week, month or year
- Hospitality week
- Brochures
- Cards promoting feedback from tourists
- Training — seminars, workshops, courses, resource centre

Is there a hospitality problem in Alberta?

- Many service personnel have no training.
- Many local people do not appreciate the value of tourism.
- Many business people do not realize the financial value of tourism.
- Good service with a smile is gone.
- The "front end" people need special training.
- Albertans are underinformed and lack awareness of their own communities.
- Albertans don't see themselves as tourist attractions.
- Many people are out to make a "fast buck" rather than to make a good impression.
- There is a lack of incentive.
- Management training is required.
- Training courses are too inflexible in their timing.

Handling large events

Key elements in hosting successful major events:

- Allow plenty of time.
- Select a theme.
- Ensure a method of measuring the event's success — gasoline sales, food sales, etc.
- Adopt an objective selling plan — include promotional literature and information mail-outs.
- Get publicity — newspapers, radio.
- Ensure that available facilities are at hand — meeting rooms, food services, accommodation, transportation.
- Schedule meticulously.
- Keep careful accounts.
- Have a strong organization.
- Form many committees — get people involved.
- Keep committees busy.
- Evaluate.
- Start again.

Before planning large events

- Identify the local market for conventions.
- Generate interest or awareness through training sessions.
- Do not take on too big a project — identify the size of the proposed event.
- Know what funds are available or what funds can be raised and how.
- Decide upon a time limit for the project.
- Find committed people.
- Evaluate available facilities.
- Ensure co-operation among existing establishments and operators.

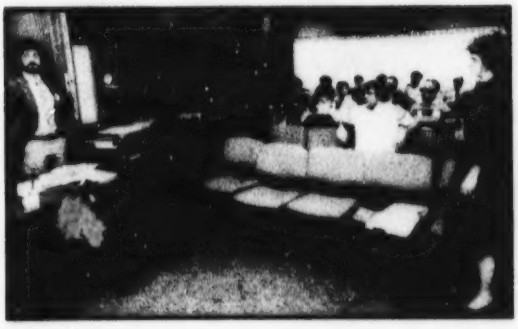
Workshop C
"Theme Development"

Presenters at this workshop were Jim Mountain with Heritage Canada in Fort Macleod and Lorne Assheton-Smith, president of the Lakeland Tourist Association.

The key points made were:

- A 'theme' approach to tourism development is building on and around elements unique to your community.
- An idea can be used to develop a theme. Disneyland is an example of such an idea and attracts millions of tourists to southern California.
- A theme could also be based on ethnic/cultural lines. An example is the Vegreville egg. The egg was the development of a theme already in place as part of the Ukrainian Festival.
- A natural circumstance could be developed into a theme; Cold Lake and Lac La Biche have used their lakes to develop water-related themes and Lloydminster sells itself as the only Meridian city in Canada.
- You need real movers to convert an idea into community themes.
- You must make your theme visible to the travelling public.
- You must work to gain strong community support.
- You can build other features and attractions around the main theme.
- Never discard any idea or suggestion as being too far-out. Look at the UFO Landing Pad in St. Paul.

Workshop D
"Government Programs"



Louise McGillivray, Tourism and Small Business; Any Bowcott, Integrated Management Planning, Energy and Natural Resources and Graham Murchie, Interagency Planning Board, Municipal Affairs were the presenters in Workshop D.

Travel Alberta

1. TAZAP (Travel Alberta Zone Assistance Program)
   - Funding to TIAALTA for promotion within Alberta
   - Project funding ($600,000 for 14 zones)
   - Some administration funding
2. STEP and Senior Citizens Employment Program
   - May 1 to Labor Day
   - STEP provides $3.80 per hour; youth employment not just students
   - Senior Citizens can receive $50,000 through matching funds; lump sum to Seniors' groups or $2.50 per hour in matching funds.
3. Hospitality Resource Centre
   - Funded by Travel Alberta and tourism industry
   - Free to users
   - Films, slides, video, brochures for staff training, primarily in hospitality industry
4. I Love my Career
   - Co-ordinated by Travel Alberta
   - Conducted by industry people
   - Presentations on benefits, opportunities, etc., in the hospitality industry.

5. Customer Relations/Hospitality Seminars
   - Presented by Travel Alberta staff
   - Arranged by local groups
   - Free
6. Destination Area Planning Program
   - Includes follow-up counselling, for communities, chambers, tourism societies, etc.
7. Facility Development Unit
   - Counselling for operators, entrepreneurs, etc., as they establish and expand tourism businesses

Small Business Programs

1. Business Counselling
   - Information on opening a new business
   - Information on improving operation
   - Day-to-day counselling
2. Management Assistance Programs
   - Organized through local chambers
   - Private management consultants work with individual owners and managers in follow-up to original group session
3. Community Economic Development
   - Help for rural communities to achieve long-term economic base
   - Help in attracting industry
4. Business Site Locations Program
   - Help for business to find location in Alberta
5. Small Business Guides
   - Facts on starting, financing, marketing and operating business in Alberta
6. Kind of Business Files
   - 150 of these
   - Information on financial ratios, sales trends, business profiles, etc.
   - Available to public at Small Business Division Regional Offices
7. Small Business Equity Corporations Program
   - Privately owned and operated pools of equity capital for small business
   - Government incentive to such corporations

Integrated Resource Planning

Integrated resource planning provides an organized systematic approach to planning a wide range of development opportunities, a forum for discussion and a mechanism to resolve conflicts.

The Planning Process:

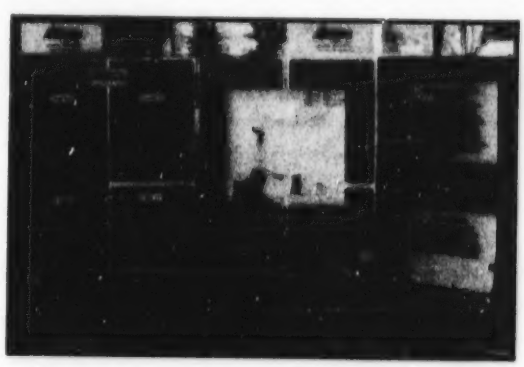
- Initiate plan
- Collect and analyze data
- Develop objectives
- Develop guidelines
- Consolidate direction
- Prepare strategy
- Plan for review and revision

Plan Implementation

- Through action of resource management agencies
- Direction for assessing proposed action
- Direction for allocation of manpower and funds
- Documents to assist in plan implementation

Participants in Integrated Resource Planning

- Planning teams
- Consultants to team
- Public



Workshop E
"Parks and Campsites"

The two presenters representing Alberta Recreation and Parks were Cliff Lacey of the Recreation Development Division and Gerry Tranter of the Operations Division in Valleyview.

Government agencies and programs involved in development and operation of park and campground facilities in Alberta are:

Alberta Environment

- Provides opportunities for the day use of 'controlled' water bodies, called Environment Access Sites.
- These are rustic camping sites probably with only tables and fireplaces.
- Most users have self-contained camping units.

Alberta Energy and Natural Resources

- Offers two types of camping: Alberta Forest Service Recreation Areas in the Green Zone or forested area; fishery access sites to areas stocked by the Fish and Wildlife Division.
- Some Forest Recreation Areas are available upon reservation for group access.
- Fishery Access Sites provide access roads, parking areas, toilet facilities, garbage disposal, usually a boat launch area and dock.

Alberta Transportation

- Maintains responsibility for 'rest stops' along highways and secondary roads.

Alberta Recreation and Parks

- Operates a grant system to allow others to provide camping.

Urban Parks

- Provides an Alberta Heritage Fund Grant to some cities — only Grande Prairie in the north.
- Assists in providing urban dwellers camping opportunities near home.
- Affects park usage in rural areas.

Municipal Recreation Areas Program

- Areas developed by municipalities and service clubs.
- Grant available from Recreation and Parks upon recommendation from local MLA.
- Ten such areas established annually.
- An initial $100,000 capital grant available.
- Up to $20,000 annually to help with operation for maximum of 25 years.
- Municipal Park Operating Program provides small business operating assistance grant.
- Some drawbacks:

  The level of facilities are not standard and campers may prefer provincial parks because they are not able to be sure of municipal standards and services. As well, service clubs may cease involvement, thus placing the onus on municipalities. Another factor to consider is that standards already set may be impossible to maintain.

How the Recreational Development Division can Help:

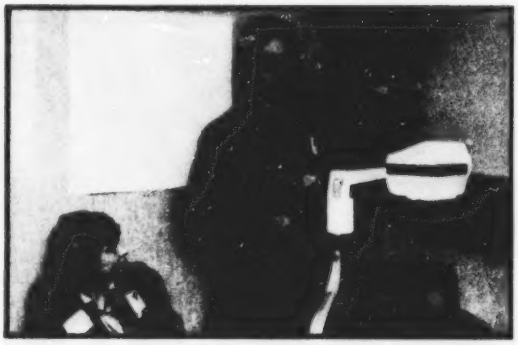
- Information services: manuals, periodical articles, manufacturers' information
- On-site consultation services in cases where specific advice is desired
- Workshops on playground development, regional ski hill management and operation, campground operation and maintenance, municipal park operation and maintenance, cross-country ski trail development and operation, athletic field construction, etc.

- Assistance to rural municipalities having no on-staff specialists, service clubs, local associations, private developers

What Operations & Maintenance Division Does to Encourage Tourism:

- Paves roads in co-operation with Alberta Transportation
- Participates in the Park Watch program — program emphasizes security through camp watch, operation identification, check stop
- Emphasizes public relations and 'host' image with staff
- Provides new programs to reduce red tape —self-registration
- Provides additional services — winter programming, etc.
- Broadens range of currently offered activities — formalized trails, etc.
- Naturalist programs
- Historical and environmental knowledge development
- Marketing of specific areas

Workshop F "Agricultural and Industrial Tourism"



Presenters at this workshop were Rob Faulds of the Alberta Country Vacation Association (ACVA); Dave Young of Syncrude; Janet Bianic of Suncor and Lynda Randall from the Fort McMurray Tourist and Convention Bureau.

Farm and Ranch Vacations

Mr. Faulds noted that farmers and ranchers intending to use their premises for paying guests will derive the following benefits from membership in ACVA:

- Unified voice
- Liability insurance
- Government contact/liaison
- Information response from vacationers
- Publicity/promotion — sports shows, travel trade shows, newspapers and newsletter
- Liaison with tourist zone
- Co-operative marketing

Appeal of such vacations:

- Nostalgia
- Experience for children
- Unique way of seeing how rural Alberta lives
- Opportunity for contact with farm animals
- Educational
- Leisurely pace

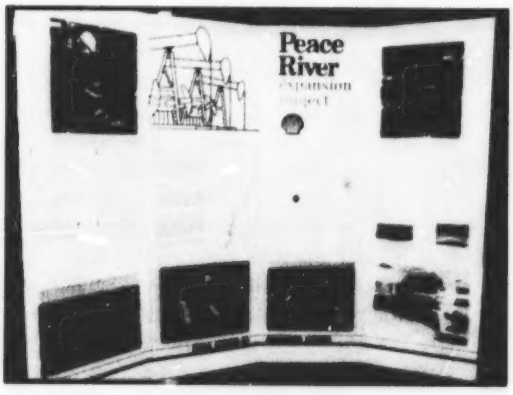
Benefits for the host:

- Contact with people from other places and cultures
- Supplementary income

What to consider:
- Time involved
- Employees, equipment, use of equipment
- Possible use of available resources — empty bedrooms, etc.
- Possible costs to upgrade or adjust present resources

How to go about it:
- Contact a current farm vacation member.
- Arrange to visit Tourism and Small Business to get advice.
- Attend a board meeting of ACVA, local tourist zone, and local tourist board.

Government's role:
- Travel Alberta is the government partner of ACVA and assists in marketing and promotion.
- Travel Alberta lists approved farms/ranches in the *Alberta Accommodation Guide*.
- Travel Alberta maintains uniform basic minimum standards of accommodation and service through inspections and product tests.
- Local health boards conduct water quality testing.
- TIAALTA assists in co-op marketing campaigns at trade shows, etc.



Industrial Tourism

Promotion of Industrial Tourism:
- Create demand by promoting unique aspects of local industry.
- Satisfy the demand through tours, information packages, instructional materials for schools, films, interpretive centre.
- Integrate with other local industries.
- Integrate with other tourism opportunities in locality, such as fishing or hunting, water activities, skiing.

Key factors for success:
- Standards for performance
- Effective tourist evaluation
- Statistical analysis of evaluations
- Clear understanding of local expectations
- Clear understanding of tourist expectations
- Flexibility for evolution of programs

Fort McMurray targeted on tourists and then set the following action plan into place:
- To attract tourists to Fort McMurray through promotion of various points of interest in the area
- To provide opportunities for tourists to spend money while in the area
- To have departing tourists take a good message with them — become word-of-mouth advertisers
- To measure results

Workshop G
"Promotion and Signage"

Ron Forrester of Alberta Transportation and Robert Rountree of Northern Light Photographics were the panelists for Promotion and Signage.

Guidelines for Promotion/Signage

- Must be brief, original, and give information.
- Clean, legible style of print must be used.
- Ensure color contrast — light and dark.
- Avoid clutter.
- Try to convey the message without words.
- Use one idea only — no addresses, no sub-heads.
- Sign should be visible from all angles.
- Must be visible from a distance.
- Must be visible from moving vehicles.
- Sign should be effective at night as well as by day.
- Signs you can take with you (place mats, matches) are a good idea.

A summary of the Alberta Highway Signing Program provided the following information:

- Private operators can obtain "optional signs" from Alberta Transportation for such things as campgrounds, beaches, ski hills, museums, golf courses, country vacations, etc.
- The signs are available on a cost-shared basis at $100 per sign.
- Tourist attractions are identified in co-operation with Travel Alberta.
- Attractions in rural locations should contact the district transportation engineer to obtain a sign.
- Any attraction within 25 miles of a tourist corridor could be signed on the corridor.
- Within 500 metres of a town's corporate limits, the attraction itself must supply and be responsible for the sign.
- All signing within a community is the responsibility of the community.
- For temporary events, no permit is required and signs may be placed five days preceding an event and should be taken down when the event is over.
- The use of yellow and red as background colors in local signs is not permitted.
- Other types of private signing, such as for greenhouses, is allowed with a permit.
- Alberta Transportation has a detailed manual called "Alberta Highway Signing", for public distribution.
- The minister approves all signing.

Workshop H
"Operating a Tourism Business"

Presenters were Jacques Van Pelt, Subarctic Wilderness Adventures, Fort Smith; Ben Kozak, Margaret Lake Lodge; Dick Fulks, Travellers Motor Hotel, Peace River and John Godfrey, Godfrey Tours, Edmonton.

Each operator gave valuable information regarding how his particular business is run. Some common ideas and advice surfaced:

- Identify an opportunity — this may be a demand or it may be a perceived need.
- Seek out obstacles to success and try to overcome them.
- Find existing resources to use or build on.
- Market the product.
- Deliver the goods.
- Build credibility so word-of-mouth advertising occurs.
- Do it yourself! Don't expect government to do it for you.
- However, government is receptive to good ideas so don't overlook this source.
- Offer better than adequate service.
- Recognize you are in the service business.
- Emphasize friendliness of northerners, unspoiled serenity of the North and that there is room for family experiences in the North.

Some specific information from Mr. Van Pelt was worth noting:

- "I didn't buy dogs; I didn't build a motel; I sub-contract to local people whenever I can."
- Package the product after you find out what people are asking for.
- Use direct mail and direct marketing: writers and previous guests, advertising.
- Use indirect marketing: travel agencies and shows, airlines.
- Know your product.
- Develop the skills you need and always be enthusiastic.
- Learn first aid.
- Deliver your own product but link to what is there and to what others are doing.
- Administration is important: letter-writing, phoning, telex, bookkeeping, insurance, taxes, contracts, forms, project-writing.
- Keep informed: read a lot, find out trends, ask questions.
- Stay up-to-date on things like current ideas in design and color for brochures, folders, flyers, schedules, etc.

Mr. Kozak also shared some of the knowledge he had gained with workshop participants:

- Government can help to show the way but you have to build your business yourself.
- The secret of success is "Sell! Sell! Sell!"
- Make your product known at travel trade shows.
- Unless Travel Alberta knows about you, they can't sell you.
- Keep your zone informed about what you are doing.
- Make friends with local people and use them whenever you can.
- Capital is the most important thing in starting out.
- Liability insurance is a must.

Mr. Fulks offered this advice:

- Provide service, not just sales promotion.
- Be aware of the basic needs of the tourist.

- Co-operate with fellow business people.
- Co-operate with government agencies.
- People in the hospitality/tourism industry must strive to make everyone in the community aware of the value of tourism.
- Promote and organize events that have nothing to do with your own business — be community-minded.
- Train your staff.
- Improve facilities whenever possible.

Dr. Godfrey said that experience has taught him the importance of the following:

- Tour leaders must be accessible 24 hours a day.
- You must know your product.
- Allow time for guests to pursue their own interests or to relax. Fun and socializing are important.
- Itinerary must be clear and detailed.
- Small groups (up to 25) work well.
- Get people working as a group — tagging luggage, taking on responsibilities.
- Have a reunion after the tour.
- Keep in touch with people.

Workshop I
"Historical Sites/Museums"

The presenters were Les Hurt of Alberta Culture and Gordon Reid, a local historian from the High Level Chamber of Commerce.

The presenters utilized slide presentations and film. Mr. Reid showed trading posts of the North and highlighted the kinds of things that would have been found in an early northern post. Mr. Hurt outlined Alberta historical sites, past and present, and discussed various northern restoration projects.

Some of the key ideas were:

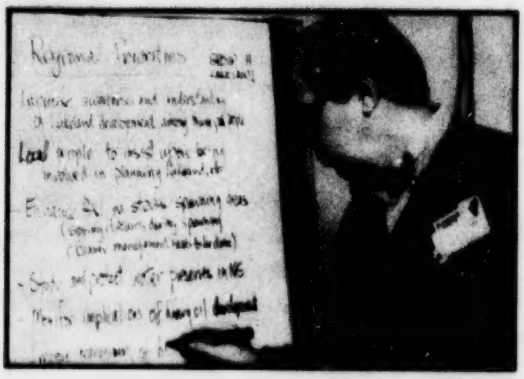
- History is appealing, interesting and educational.
- Studies show that the strongest motive for family travel is the anticipated educational benefit to children.
- The entire community benefits from heritage resource development.
- The local economy improves because of increased tourist spending.
- By late 1987, it is expected that some 2 million people will visit Alberta's historic sites.
- 2,000,000 x $35 per visitor = $70,000,000.
- Heritage preservation and development are now perceived as important factors in the economic well-being of the province.
- Currently operating provincial historic sites:
  - Cochrane Ranche near Calgary
  - Stephansson House near Markerville
  - Rutherford House in Edmonton
  - Strathcona Archaeological Centre in Edmonton

Victoria Settlement near Smoky Lake
Historic Dunvegan on the Peace River
Father Lacombe Chapel in Edmonton
Leitch Collieries in the Crowsnest Pass

- Sites presently being developed are:
  Crowsnest Pass Orientation Centre
  Head-Smashed-In Buffalo Jump near Fort Macleod
  Ukrainian Cultural Heritage Village near Vegreville
  Historic Dunvegan
  Oil Sands Interpretive Centre in Fort McMurray
  Bitumount Oil Sands Extraction Plant north of Fort McMurray.

SMALL GROUP SESSION II

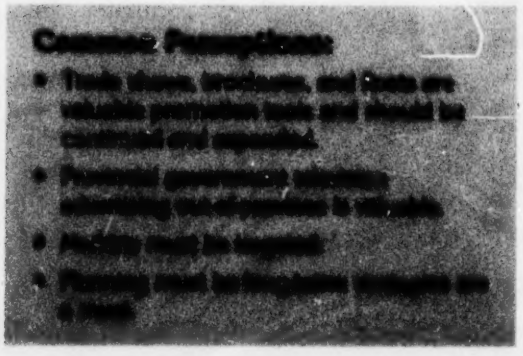
Regional Priority Identification



Ten small groups organized on a zonal or sub-zonal basis met simultaneously to identify action that could benefit their regions. They discussed (this time applying their enhanced knowledge and awareness of tourism) the same topics examined on Day One. These topics were: tourism planning; marketing and promotion; government assistance; maintaining and improving what exists; developing new opportunities.

The following delegates reported on behalf of their regional groups:

Ken East, Wood Buffalo National Park
Dennis Pommen, Grande Prairie
Greg Varricchio, Peace River
David Phillips, St. Albert
Lucy Lundblad, Valleyview
Jim Neaves, Athabasca
Ted Langford, Lac La Biche
Frank Lovsin, Peace River
Lorne Assheton-Smith, St. Paul



- Promote overall awareness through signs on highways, at airports, at visitor centres, at tourist events and attractions.
- Communities must enhance their appearance.
- Concentrate on year-round activities.
- Each community must identify potential tourist attractions for itself.
- Get event or activity into an events calender.
- Plan around resources; plan around events; plan around people.

Zone Specific Ideas

Lakeland:

- Recognize role and traditional lifestyle of native peoples and try to integrate the tourism experience into this tradition.
- Tourism must be community-oriented and based.
- To maintain and improve, encourage local industry to develop tours.
- Plan for senior citizens' tours.
- Develop cottage industry tours.
- Standardize, develop and plan campsites for better controlled use.
- Enhance fish stock and spawning areas; spring closures of fishing during spawning.
- Improve management of beaver.
- Monitor implications of heavy oil development.
- Improve management of big game and upland birds.
- Review and correct abuses of grazing leases.
- The Lakeland North area should focus on Ft. McMurray — industrial tourism, rivers, Athabasca Delta and this should evolve carefully and slowly with recognition of local concerns.
- Recognize, plan and develop for a "Lakeland North" separate entity with a separate identity.
- Improve Fort George-Buckingham House.
- Support development of K2.

Land of the Mighty Peace:

- Plan for encouragement of guest houses.
- A three-year plan for each zone is a must.
- Promote private sector involvement.
- Develop positive program for release of Crown Land to tourist development.
- Re-assess existing regulations governing hunting and fishing to protect resources.
- Institute paddle wheel boat cruises.
- Institute Tar Island cruises.
- Develop birdwatching tours.
- Develop historic church tours.
- Promote such sporting events as marathons, ski races, minor hockey.
- Promote things like square dancing, old-time fiddling, local fairs.

Midnight/Twilight:

- Make an inventory of such resources as farms, honey producers, native culture, etc.
- Co-ordinate all municipal plans to avoid conflict.
- Pool monies to better market the north — among all areas: regional planning commission, communities, etc.
- Develop a network of Alberta country vacations, bed and breakfast, youth hostels, etc.
- Develop honey farm tours.
- Twin with other towns in other areas.
- Develop a more comprehensive circle tour booklet.

- Financial assistance for TIAALTA must be maintained.
- Pamphlets and brochures must be updated annually.
- Northern area as a whole, rather than in zones, must be promoted.
- Planning should involve short-term promotion of existing attractions rather than new developments.
- Government should provide some kind of financial incentive for communities wishing to provide tourist facilities.
- Government should consult with public on long-range plans.
- Government intervention should be reduced.
- Promote Alberta history in educational system.
- Emphasize development of historical and cultural attractions.

Game Country/Evergreen:

- Bring in and promote circle tours.
- Community incentive programs should be developed.
- Government assistance programs should be put into place for campground enhancement.
- Develop holiday experience packages.
- Develop new destination areas.
- Identify potential assets and then lay out strategies.

OPEN DISCUSSION

Delegates were given the opportunity to present general comments and ideas and concerns to the conference during the open discussion on the afternoon of December 6.

The following quotations represent important points raised in the question and answer period which were not highlighted elsewhere by the delegates.

"The first question that is asked of the operator of an information booth is 'where is the good fishing?' This is a renewable resource but it is rapidly depleting and if we do not do something about it, we are going to lose a heck of a lot of the people we are talking about. We need to lobby government to help us put more fish back into our areas."

(Hal Harrison, Swan Hills)

"I would like to direct this to government, to think about when they are developing Destination Areas; Kananaskis is nice but it is close to populated areas in southern Alberta. People can travel to and from and do not have to stop en route."

(Julian Babiuk, Grande Prairie)

"With regard to the Kananaskis concept: others that were looked at were the Kootenay Plains, the Jasper/Grande Cache/Robb area, higher up toward the Grande Prairie area in the Kakwa, and the Lakeland.

"With regard to a possible future Kananaskis 2, if I had my personal choice, I would say we should go with the Lakeland Country and that would give us a comparative to the eastern slopes of the mountains and another part of Alberta that's unique in its own right — in the sense of Touchwood, Pinehurst, Siebert, Spencer Lake, Wolf Lake, The Sands River, and all of those areas around Beaver Lake — all tied into something that could be there."

(Hon. Al Adair, Peace River)

"Can we ensure that any water management plan will not include diversion of water to southern Alberta?"

(Ted Langford, Lac La Biche)

"The Fish and Game Association has, over the last five years, had on their resolutions, a request that the government set back the hunting season to allow the rut to be carried out before the season starts. This year for the first time, we got the season set back."

(Hal Harrison, Swan Hills)

"As a commercial outfitter, I am all in favor of game management. There is no reason, however, for over-control. Our interest is in remote areas. Some areas need rut control. But not necessarily in the north."

(Phil Gifford, Nampa)

"I'd like to see the provincial government push the federal government to complete Highway 58 through Wood Buffalo National Park — 1,700 square miles of park and people do not even have access to it! I think it is time they did. It would make a tremendous circle route with Highway 5 and the Territories."

(Bob Walter, High Level)

"Are there books available on tourism development? How do we know what is available to people and how to procure it?"

(unidentified delegate who asked for the Bibliography that appears in the Appendix to this Report)

CONFERENCE SUMMARY

As the Conference drew to a close, Jill Nish, Executive Driector of TIAALTA, presented a summary of the panels, discussion group results and major speakers.

She said that Mr. Adair had set the tone in his opening address with his emphasis on the three key elements in a successful tourism industry: communication, co-operation and involvement. Ms Nish said she had observed all three of these elements at work during the conference.

She told delegates that, in her view, the most important goal that had been reached was the definition of necessary issues to be addressed in order to further tourism in northern Alberta.

Ms Nish went on to say that four themes had emerged during the conference: attitude and awareness; marketing; development; education and training.

Under the awareness theme she had observed a lack of self-image, a lack of destination image, a lack of management skills and training, and a short tourism season.

Sub-components to the marketing theme were the necessity for a clear definition and understanding of target markets, the need for improved employee awareness and the need to make Albertans aware of tourism's value.

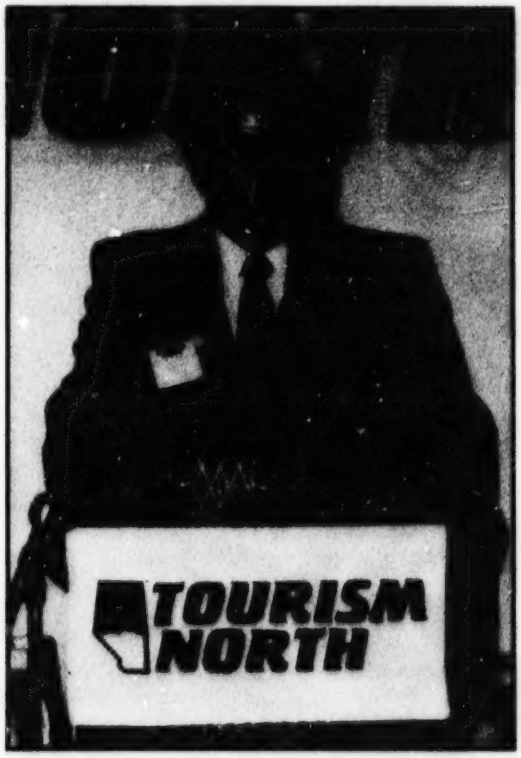
The theme of development demands attention to the nature of the North's tourism product, an understanding of what attracts tourists, and an examination of what is being done in our own communities.

Education and training programs are necessary to promote professionalism. Positive attitudes, hospitality and quality service play major roles in the success of the tourism industry.

"For the growth and development of tourism it is essential that the efforts of the private sector be complemented by the activities of government," Ms Nish said. "It is important that each partner fulfill its role effectively and contribute equitably to the partnership. . . . In the past there has been a tendency for the private sector to rely excessively on the government to provide for the development and promotion of tourism in northern Alberta."

She concluded by saying that delegates attending the conference must now move from the problems they had identified to the solutions they had envisaged.

CLOSING REMARKS



The Minister of Tourism and Small Business, the Honorable Al "Boomer" Adair, provided closing remarks to the Conference. He said it had been an 'excellent forum' and one where informal and blunt discussions about tourism had taken place.

He carried on the 'discover' ideas of Louise McGillivray as presented in a panel discussion, saying that throughout the course of the conference, "We have discovered a number of things. We've discovered the value of tourism and we've discovered the value of a positive approach to tourism."

Mr. Adair suggested that communities and organizations might consider inviting Travel Alberta staff to visit the various communities of the North to discuss tourism on a more specific local level.

One thing that impressed the Minister during the Conference, was the suggestion to improve intercommunity co-operation. He added to that the plea that, when involving MLAs, some thought be given to an early involvement. He pointed out that it is difficult for a local MLA to make a point when he lacks the knowledge base from which to speak.

Mr. Adair said: "We need to ensure that we involve everyone, not only the businessperson, not only the ethnic groups, not only the young people, but all of the various organizations. All of the people of all of the communities.

"We must work together to achieve our collective goals," he said. "The private sector, the industry represented by TIAALTA, the zones, and the government. When I speak of government, I speak not only of the Department of Tourism and Small Business but of all the levels of government and the various departments at the municipal, provincial and federal levels and right across the board."

He said that the development of northern tourism requires the commitment and support of everyone.

He reminded delegates of the challenges he had issued them at the opening of the conference — to participate, to refine the information received and put it into workable form, and to take it to the community and apply it.

"The last two are probably the key," he said, "because everything we have done in the last couple of days, all of the planning that has gone into this Conference, is all for naught if there isn't follow-up.

"The success then relies primarily in what you're going to do with the information that you got and what you do when you go back to your communities."

He suggested that delegates ask themselves the following questions:

How committed am I to developing tourism opportunities in my community?

How committed am I to working with my community, my chamber, my tourist zone?

How committed am I to working with the adjacent communities and the other chambers and zones?

"In two words, the success will be measured by the commitment to follow-up and implement your thoughts and ideas for tourism in your communities."

NADC RECOMMENDATIONS

After the Conference, the Northern Alberta Development Council reviewed the comments of the delegates and the briefs presented to various public meetings since 1973. The following recommendations have been put forward for consideration by government and private sector agencies:

1. That TIAALTA and the Provincial Government consider undertaking additional efforts to make northerners, and Albertans in general, more aware of the value of tourism to the provincial economy.
2. That the Provincial Government consider providing Travel Alberta with a major budgetary increase for tourism advertising and promotional activities, including particular reference to northern Alberta.
3. That Travel Alberta consider allocating additional technical support to assist the promotion and development of the tourism industry in northern Alberta and that, in particular, personnel be assigned to provide on-site assistance to northern communities and tourist zones in the development of local tourism strategies and priorities.
4. That Travel Alberta consider developing and implementing a new, in-Alberta campaign similar to the very successful "Stamp Around Alberta" campaign.
5. That Travel Alberta and TIAALTA consider the initiation of a special promotion program based on a "Discovery Theme" for northern Alberta.
6. That the Provincial Government recognize and begin the development of the Lakeland area as "Kananaskis 2".
7. That the Provincial Government consider the development of additional Provincial Park facilities in northern Alberta.
8. That the major food and gasoline service companies consider undertaking a concerted campaign to enhance cleanliness of their roadside facilities.
9. That Alberta Culture continue its support for historical enhancement in northern Alberta and that, in particular, the Dunvegan and Fort George/Buckingham House projects be completed in the near future.
10. That the Provincial Government consider financial incentives for the development of new tourist facilities and related small businesses.
11. That an enhanced campaign dealing with hospitality awareness be undertaken by Travel Alberta and TIAALTA, especially geared toward the hotel/motel and restaurant industry.
12. That Travel Alberta, in co-operation with TIAALTA and existing northern educational facilities, consider developing an adequate Hospitality Training program readily available to northerners.
13. That in 1985, the Year of Youth, programs be initiated which recognize youth employment opportunities through tourism.
14. That co-operation with British Columbia, the Yukon and the Northwest Territories be enhanced through continued joint marketing and promotion.
15. That northern circle tour routes be recognized and promoted by all travel organizations.
16. That the Provincial and Federal Governments consider a firm implementation schedule on extending Highway #58 through Wood Buffalo National Park as a prime tourism access route.
17. That Travel Alberta consider developing a special program to promote fly-in fishing, guiding and wilderness experiences in the North.
18. That the Provincial Government pay particular attention to water quality, lake enhancement, and fish stocking in order to maintain and strengthen tourism development in northern Alberta.
19. That Alberta Energy & Natural Resources consider undertaking an Integrated Resource Plan of the Peace River valley, focusing on tourism development potential.

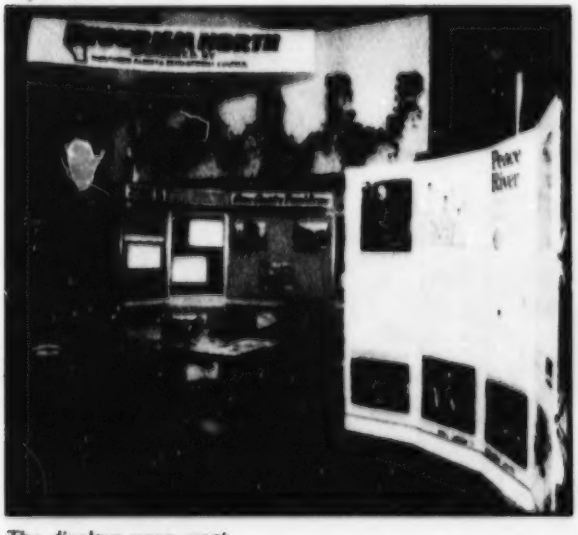
CONFERENCE ACTIVITIES

A crush at registration.

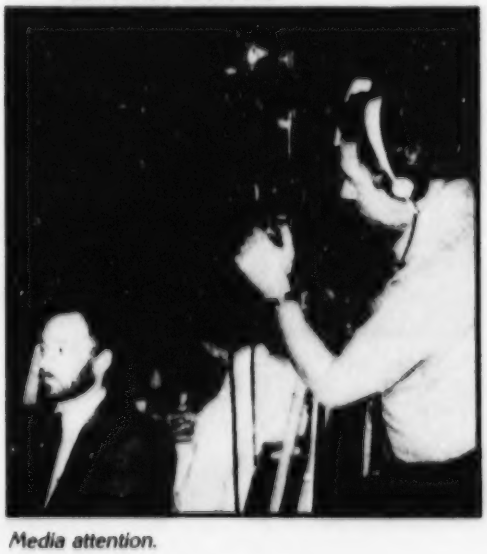
Linda was a good organizer!

Paper was essential.

I don't know about this?



The displays were great.



Media attention.

SIGNAGE:

Look, Norm.

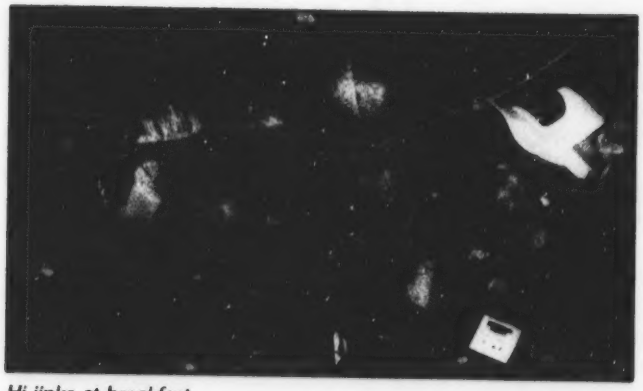
Silent grace.

He said it!

Who, me?

Come a'long l'il doggie.

Oh, about this high.



Hi-jinks at breakfast.

Father, I have sinned.

I haven't got that one.

Family entertainment!

Evaluating the Conference.
(It was rated 4.3 out of 5 by the delegates.)

The NADC discusses its recommendations.

LIST OF DELEGATES

ADAIR, Hon. Al	Minister, Tourism & Small Business, Peace River
ADCOCK, Randy	Canada Employment & Immigration, Edmonton
ALBERT, Rolf	Public Affairs Bureau, Edmonton
APPELBY, Don	Manager, Community Advisory Committee, Medley
ASHCROFT, Larry	Chamber of Commerce, Grand Centre
ASSHETON-SMITH, Lorne	President, Lakeland Tourist Association, St. Paul
ARCHIBALD, Jerry	Northern Development Branch, Peace River
ASTLE, Gordon	Councillor, Town of Beaverlodge
BABIUK, Julian	President, Game Country Tourist Association, Grande Prairie
BALDWIN, Tom	Mackenzie Regional Planning Commission, Berwyn
BARTLEY, David	Director, South Peace Planning Commission, Grande Prairie
BECKER, Don	Crescent Motel, Peace River
BELAND, Victor	Councillor, Town of Grande Cache
BENNETT, Mary	Historical Society, Elk Point
BIANIC, Janet	Manager, Community Relations, Suncor, Fort McMurray
BJORNSON, Peter	Councillor, Town of High Level
BLACKBURN, Ron	Northern Development Branch, Peace River
BLAIS, Oscar	Mayor, City of Grande Prairie
BELTRANO, Linda	Northern Development Branch, Peace River
BLOCK, Verna	NADC Member, Spirit River
BOULANGER, Claude	Marina Committee, Joussard
BOWCOTT, Andy	Head, Integrated Management Planning, Energy & Natural Resources, Edmonton
BRAUER, Erwin	MacKenzie Regional Planning Commission, Hines Creek
BROWNLEE, John	Regional Co-ordinator, Energy & Natural Resources, Peace River
BRUNO, Rene	Councillor, Cree Band, Fort Chipewyan
BERGHOFER, Judy	Alberta Culture, Edmonton
BUIE, Cynthia	Director, Regional Economic Development Board, High Prairie
BURKHOLDER, Ken	Manager, Chamber of Commerce, Peace River
CALLBECK, Jack	Alberta Manpower, Grande Prairie
CAMPBELL, Jessie	Mighty Peace Tourist Association, Cleardale
COLLEY, Andrew	Co-ordinator, Regional Economic Development Council, Falher
COOKE, Bob	President, Tourist & Convention Bureau, Fort McMurray
DAUST, Dorothy	Harmon Valley Recreation Association, Nampa
DEMERS, Ernest	Centennial Museum Association, Peace River
DEMERS, Hilda	Centennial Museum Association, Peace River
DURNIN, Marne	Co-ordinator, Winter Games, Peace River
DOLEMO, Rae	Mayor, Village of Hythe
DUCKETT, Betty	Planning Committee, ID #18, Grand Centre
EAST, Ken	Superintendent, Wood Buffalo National Park, Fort Smith
ELLIOTT, Bob	NADC Member, Beaverlodge
ESSON, Kathy	CKYL, Peace River
FARRELL, Helen	Chamber of Commerce, Grand Centre
FAULDS, Rob	Country Farm Vacations Association, Gibbons
FINNERTY, Murray	Northern Development Branch, Peace River
FORRESTER, Ron	Alberta Transportation, Edmonton
FRANK, Clarence	Land of Mighty Peace Tourist Association, Fairview
FRIEDEL, Gary	Mayor, Town of Peace River
FULKS, Dick	Manager, Travellers Motor Hotel, Peace River
GAYDOSH, Frank	Tourism Co-ordinator, Village of Nampa
GENDRON, Jim	Regional Co-ordinator, Energy & Natural Resources, St. Paul
GIFFORD, Phil	Nampa Guide Service, Nampa

GODFREY, John	President, Godfrey Tours, Edmonton
GRANDEJAMBE, Robert	Cree Band, Fort Chipewyan
GRAY, Bob	Historical Society, Grimshaw
GRAY, Valle	Historical Society, Grimshaw
GROOM, Rhonda	Economic Development Board, Slave Lake
HALVORSON, Jack	Tapawingo Lodge, Manning
HANSEN, Evelyn	Mighty Peace Tourist Association, Grimshaw
HARLTON, Al	Business Development Representative, Tourism & Small Business, St. Paul
HARPER, Elsie	Chamber of Commerce, St. Paul
HARRISON, Hal	Midnight Twilight Tourist Association, Swan Hills
HAYS, Glen	Lakeland Tourist Association, Ashmont
HEIGHES, James	Alberta Vocational Centre, Grouard
HILL, Tom	Tourism & Marketing Branch, Regional Industrial Expansion, Edmonton
HOGBIN, Charlie	Harmon Valley Recreation Association, Nampa
HOLOWACK, Wally	Chamber of Commerce, Grande Cache
HOWSE, Ernest	NADC Member, Caslan
HUGH, Fabian	Dean, St. James Cathedral, Peace River
HURT, Les	Historical Sites Branch, Alberta Culture, Edmonton
ILAGAN, George	Planning Branch, Municipal Affairs, Edmonton
INGRAM, Joyce	Tourism and Small Business, Edmonton
IRELAND, Diane	Executive Director, Mighty Peace Tourist Association, Peace River
JACKSON, Roger	Northern Development Branch, Peace River
JANZEN, Elma	La Crete Motor Inn, La Crete
JARDINE, Cec	NADC Member, Valleyview
JARDINE, Susan	Petro Canada Station, Valleyview
JENSEN, Dwight	Manager, Public Affairs, Time Air Ltd., Lethbridge
KOZAK, Ben	Operator, Margaret Lake Lodge, Grande Prairie
KOZAK, Carol	Northern Development Branch, Peace River
KUTZ, Dale	Manager, Northern Woods & Water Route Association, Athabasca
LACEY, Cliff	Head, Outdoor Facilities, Recreation & Parks, Edmonton
LALONDE, Tom	Manager, Alberta Motor Association, Grande Prairie
LAMBRIGHT, Frank	Chairman, South Peace Planning Commission, Tangent
LANGFORD, Ted	President, AVC, Lac La Biche
LAZORUK, Barry	Chairman, Fairview College, Rycroft
LEBLANC, Moe	Chairman, Regional Economic Development Council, Lac La Biche
LEAWENS, Elmer	Manager, Centennial Museum, Hythe
LINDSAY, Ruth	Chamber of Commerce, High Level
LOVSIN, Frank	President, Economic Development Board, Peace River
LUNDBLAD, Lucy	Game Country Tourist Association, Valleyview
LUNDY, Gordon	Administrator, Town of High Level
LYPKA, Metro	Lakeland Tourist Association, Two Hills
MACRAE, Doug	Vice President, Keyano College, Fort McMurray
MANDVILLE, Darlene	Vice President, NWT Travel Industry Association, Yellowknife
MATTHEWS, Kathleen	Co-ordinator, Hospitality/Awareness, TIAALTA, Calgary
McARTHUR, Dave	Director, Regional Economic Development Council, Lac La Biche
McDONALD, Keith	Regional Director, Recreation & Parks, Lac La Biche
McGILLIVRAY, Louise	Supervisor, Tourism Liaison & Training, Tourism & Small Business, Edmonton
McLAUGHLIN, Betty	Land of Mighty Peace Tourist Association, Grimshaw
MILLIGAN, Geoff	Northern Development Branch, Peace River
MITCHELL, Joanne	NADC Member, High Level

MOLHO, Joe	NADC Member, Swan Hills
MONAHAN, Roger	Chairman, Regional Economic Development Board, High Prairie
MOORE, Fran	Dunvegan Historical Society, Debolt
MOUNTAIN, Jim	Co-ordinator, Heritage Canada, Fort Macleod
MUNROE, Dean	Northern Development Branch, Peace River
MURCHIE, Graham	Director, Inter-Agency Planning Branch, Municipal Affairs, Edmonton
NEAVES, Jim	Northern Wood and Water Route, Athabasca
NELSON, Ken	Bowes Publishers, Edmonton
NESTMAN, George	Lakeland Tourist Association, Vegreville
NISH, Jill	Executive Director, TIAALTA, Calgary
NORDSTROM, Judy	Land of Mighty Peace Tourist Association, Peace River
PEACOCK, Jim	Shell Canada Resources, Peace River
PETERS, Joan	Chamber of Commerce, Boyle
PHILLIPS, David	Executive Director, Midnight Twilight Tourist Association, St. Albert
PHILLIPS, Zelda	Midnight Twilight Tourist Association, St. Albert
POETZ, Linda	Manager, Hospitality/Awareness, TIAALTA, Calgary
POMMEN, Dennis	Manager, City of Grande Prairie
PONTO, Doreen	Northern Development Branch, Peace River
PUKALO, Nestor	Game Country Tourist Association, Whitecourt
PRYDE, John	Regional Consultant, Recreation & Parks, Peace River
RANDALL, Lynda	Manager, Tourist & Convention Bureau, Fort McMurray
REID, Gordon	Chamber of Commerce, High Level
RICE, Vince	NADC Member, Kinuso
RIGNEY, John	Mistahi Wilderness Tours, Fort Chipewyan
RINK, Gordon	Chamber of Commerce, Grand Centre
RIVAIT, Jim	Integrated Management Branch, Energy & Natural Resources, Edmonton
ROBINSON, Marg	Manager, Lakeland Tourist Association, St. Paul
ROTH, Rod	Twin Lakes Lodge, Manning
ROTH, Mrs. Rod	Mighty Peace Tourist Association, Manning
ROUNTREE, Robert	President, Northern Light Photographics, Toronto
SHANNON, John	Northern Development Branch, Peace River
SEATON, Hugh	Northern Development Branch, Peace River
SILVESTRI, Wally	Mayor, Town of Grande Cache
SKLOFSKY, Jack	Consultant, Downtown Revitalization, Edmonton
SLOAN, Rick	Northern Development Branch, Peace River
SMITH, Earl	Game Country Tourist Association, Hythe
SOLDEN, Terry	Chamber of Commerce, Vegreville
SPARROW, Gail	Alberta Summer Games, Fort McMurray
STEWART, Ken	Hickling Johnston, Edmonton
STURGES, Jack	Lakeland Tourist Association, Lac La Biche
SYRNYK, Don	Manager, Research & Analysis, Tourism & Small Business, Edmonton
TANG, Kendel	AVC, Grouard
TANNER, Shane	Journalist, Grimshaw
TAYLOR, Stewart	Tourist & Convention Bureau, Fort McMurray
TEICHROEB, Al	Consultant, Peace River
TEILLET, Kathy	Tourism & Small Business, Edmonton
THOMAS, Gerald	Director, MacKenzie Regional Planning Commission, Berwyn
TODD, Rod	NADC Member, Cold Lake
TOEWS, Deane	Alberta Motor Association, Grande Prairie
TOWNSEND, Kenn	Facility Unit, Tourism & Small Business, Edmonton
TRANTER, Gerry	Regional Director, Operations & Maintenance, Recreation and Parks, Valleyview

UPHAM, Betty	Chamber of Commerce, Ashmont
UPHAM, Dick	Vice Chairman, NADC, Ashmont
URQUHART, Walter	President, TIAALTA, Jasper
VANGRUD, Aurelia	Sir Alexander Mackenzie Historical Society, Peace River
VAN PELT, Jacques	Subarctic Wilderness Adventures, Fort Smith
VARRICCHIO, Greg	Business Development Representative, Tourism & Small Business, Peace River
VIAU, Rhonda	Northern Development Branch, Peace River
WAGNER, Fred	Golden Inn, Grande Prairie
WALTER, Bob	Mayor, Town of High Level
WALTER, Mrs. Bob	Chamber of Commerce, High Level
WARD, Terry	Regional Manager, Tourism & Parks, Yellowknife
WARREN, Bill	Executive Director, Development Branch, Tourism & Small Business, Edmonton
WEILLER, Ron	Lakeland Tourist Association, Bonnyville
WEISS, Norm	Chairman, NADC, Fort McMurray
WHITE, Darryl	Game Country Tourist Association, Grande Prairie
WHITE, Ethel	Mighty Peace Tourist Association, Spirit River
WHITE, Frank	Councillor, Town of Spirit River
YOUNG, Dave	Community Affairs Co-ordinator, Syncrude Canada Ltd., Fort McMurray

APPENDIX

BIBLIOGRAPHY of Useful Reference Books for Tourism Industry Operators

Advertising Answerbook: A Guide for Business and Professional People, Hal Betancourt, Prentice-Hall, 1982.

Advertising Fundamentals, 3rd edition, Philip W. Burton and William Ryan, Grid Publishing, 1980.

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Effective Front Office Operations, Michael L. Kasavana, CBI Publishing Co., Inc., no date.

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Hospitality Management Accounting, 2nd edition, Michael M. Coltman, CBI Publishing Co., Inc., 1982.

How to Be Your Own Advertising Agency, Bert Hollije, McGraw, 1981.

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Menu Planning: A Blueprint for Better Profits, H.E. Visick & Peter E. Van Kleek, McGraw, 1973.

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Running Conventions, Conferences and Meetings, Robert W. Lord, American Management Association, Inc., 1981.

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Strategic Marketing in Food Service: Planning for Change, Irving L. Eison, Lebhar Friedman, 1980.

Strategic Marketing in the Hospitality Industry: A Book of Readings, edited by Robert L. Blomstrom, Educational Institute of the American Hotel & Motel Association, 1982.

Successful Catering, 2nd edition, Bernard R. Splaver, CBI Publishing, Co. Inc., 1982.

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Small Business Management, 3rd edition, Halsey N. Broom & J.G. Longenecker, SW Publications, 1971.

World of the Restaurateur, The, H. Berberoglu, Kendall-Hunt, 1981.

Publications Available from The Department of Tourism and Small Business

Bookkeeping for a Small Business in Alberta

Financing a Business in Alberta

Marketing for a Small Business in Alberta

Operating a Small Retail Business in Alberta

Operating a Small Service Business in Alberta

Small Business Tips

Starting a Small Business in Alberta